Government of
Saskatchewan

Annual Report
1998-1999

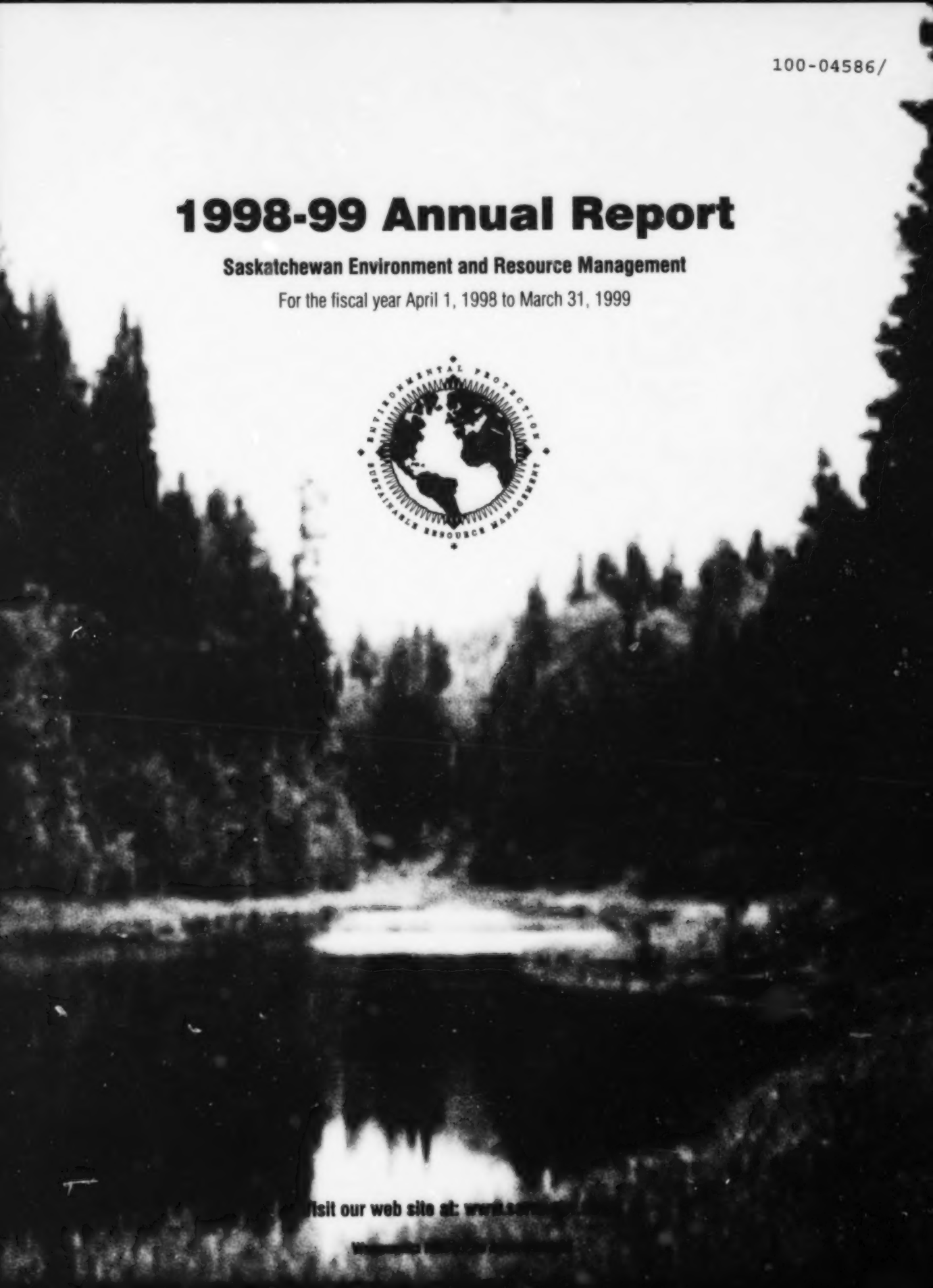
Saskatchewan
Environment
and Resource
Management

100-04586/

1998-99 Annual Report

Saskatchewan Environment and Resource Management

For the fiscal year April 1, 1998 to March 31, 1999



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Letters of Transmittal

The Honourable Linda Haverstock
Lieutenant Governor
Province of Saskatchewan

Your Honour:

As Minister responsible for the Department of Environment and Resource Management, it is my pleasure to submit our annual report for the year ended March 31, 1999.

Respectfully submitted,

Buckley Belanger
Minister

The Honourable Buckley Belanger
Minister of Environment and Resource Management

Dear Sir:

I respectfully submit to you the annual report for the Department of Environment and Resource Management (SERM) for the year ending March 31, 1999.

The structural, process and cultural changes brought about by SERM's transition to ecosystem-based management in 1997 continued to evolve. The 1998-99 fiscal year also involved our five new EcoRegions taking on increased responsibility for program delivery. We are seeing the benefits of these changes instituted over the past several years as our strategies, structure and systems better reflect and promote SERM's values, principles and mandate.

The effectiveness of our department in fulfilling its mandate to encourage environmental protection and sustainable resource management has a major affect on people's health, our economy and the overall quality of life for Saskatchewan residents.

In the coming year department staff will continue to work closely with the people of Saskatchewan to achieve the best results for the environment and quality service to the public.

Respectfully submitted,

Stuart Kramer
Deputy Minister

Department Ove

Mandate

Environment and Resource Management's mandate is to manage, enhance and protect Saskatchewan's natural and environmental resources — fish, wildlife, lands, forests, parks and protected areas, air, water and soil — for conservation, recreation, social, and economic purposes and to ensure they are sustained for future generations.

Specifically, the department's mandate is:

- Protection of primary resources including air, water and soil using regulatory and non-regulatory controls;
- Management and protection of natural resources including forests, fish, wildlife, lands, parks and their natural and cultural resources, in such a way as to ensure their sustainability and biological diversity;
- Assessment, regulation, minimization, and mitigation of the impact of alterations to the natural environment from new developments through implementing the environmental impact assessment program;
- Maximization of economic and social benefits from renewable resources and programs while maintaining resource sustainability;
- Promotion of public, stakeholder and Aboriginal peoples' involvement in environmental and resource management through developing and enhancing public involvement programs and partnerships;
- Promotion of respect and a sense of stewardship for the environment and its natural, recreational and cultural resources through interpretive programs, partnerships, and informational materials; and
- Cooperation in the development of interjurisdictional, national and global initiatives aimed at enhancing environmental and resource conservation and management.

SERM's values, our set of beliefs, are:

The department is staffed by dedicated and committed people who:

- are committed to sustainable resource management and environmental protection
- driven by the needs of the public they serve
- are committed to public involvement and inclusive processes based on mutual respect, trust, fairness and openness
- are committed to consensus-based decision-making
- believe in and support continuous improvement and the empowerment model of management
- support employment equity
- are committed to co-operation and collaboration.

The department is founded on excellence and service, with a strong focus on:

- ecosystem management
- biodiversity protection
- sustainable development
- preventative, risk-based environmental protection
- partnerships and public involvement
- strategic and integrated policy and programs
- long-term participative planning processes
- regional program delivery

By adopting ecological considerations as the basis for the department organizational design, we:

- focus on ecological considerations as a key part of the department's core mandate
- direct our energies to preventing ecosystem damage
- customize services to better address ecological priorities

SERM maintains and strengthens local program delivery systems to:

- support citizen participation in resource/environment management
- meet public expectations for local service
- protect resources and environmental quality
- adopt preventative approaches for ecosystem protection

SERM adjusted its central policy and program system to:

- ensure strategic policy and program design capabilities
- integrate policy and programs
- reduce overlap and duplication in program delivery activities
- ensure better support for local program delivery
- ensure a stronger science capability for policy and program design

SERM reorganized administration and support functions to:

- provide a service and teamwork orientation

- eliminate duplication
- streamline processes
- devote an adequate level of resources to administration

SERM reorganized management structure to:

- create a smaller number of dedicated managers
- increase staff coaching, leadership and career development
- create wider spans of control and shorten reporting lines
- support working level staff empowerment

SERM's Vision

Social and economic prosperity for Saskatchewan citizens within a high quality environment, and healthy ecosystems in perpetuity.

SERM's Strategic or Guiding Principles

A number of evolving concepts are essential elements in the success we achieve fulfilling our mandate. They are described here as Principles; value-based broad courses of action through which we pursue our goals and objectives. SERM's Corporate Plan and Branch, EcoRegion and Unit plans, reflect both our commitment to and our application of these principles. They are:

Public Involvement

SERM uses a range of methods to involve stakeholders and the public in environmental management. These methods include education, information, program marketing, consultation, partnerships and, co-management. Public involvement represents a way of doing business for SERM; our goal is to have staff fully equipped to recognize the need for public involvement and able to utilize appropriate methods for specific circumstances. Consensus decision-making and co-operative processes are our preferred approaches.

Integration

The department places a high value on integration in both its structure and its processes. This reflects the need to consider all resources, values and stakeholders, and their interrelationships, in planning and decision-making. While we continue to make structural changes to the organization, we will also improve the processes through which we work. Planning, policy and program development and operational activities will be carried out to the greatest degree possible in an integrated manner.

Ecosystem Approach

The department is committed to using an ecosystem approach to the sustainable management of the province's primary (environmental) and renewable (natural) resources. The ecosystem approach requires that we view the basic components (air, water, land and organisms, including humans) and functions of ecosystems in a broad context, integrating environmental, social and economic concerns. This approach to planning and management means the department has shifted from traditional sectoral approaches to one that emphasizes integration.

Sustainability

Sustainability is fundamental to renewable resource management. Sustainability means the productive capacity of Saskatchewan's renewable resource base is maintained while the surplus is harvested to provide social and economic benefits to the people of Saskatchewan. Improving our ability to manage on a ecosystem basis is key to ensuring sustainability.

Empowerment

The department consciously and actively provides individuals with the authority and tools necessary to take action. Within the department we strive to ensure that, wherever possible, decisions are made at the operating levels. Prescriptive policy and procedure manuals are replaced by policy frameworks and guidelines that communicate "why" and "what" to encourage individual judgement in making decisions that reflect specific circumstances. Policy is centralized; implementation is decentralized. Outside of the department we emphasize results rather than process. We set standards, and specify principles such as equity, consistency and inclusive processes, while encouraging stakeholders to participate in and take ownership of specific decisions that impact them.

Harmonization

SERM is one of many jurisdictions in a complex and evolving network of provincial, regional, national and international relationships. For situations that necessitate regulatory or administrative measures, the measures are as compatible as possible with those of linked jurisdictions. We strive to achieve our environmental and resource management goals in a manner which is least restrictive to business development and trade, and minimizes jurisdictional overlap, duplication and conflict. The department is not changing our goals or reducing standards — but we realize we need to give careful thought to the impacts of the methods we use to achieve our goals.

Equity

The department places a high value on equity as it applies to both internal and external interactions. SERM believes equity fosters an environment characterized by respect for others, honesty, fairness and equality. SERM employees are committed to trusting, open interactions and they support the goals of employment equity.

Root Causes

SERM seeks to solve problems by addressing the root causes, rather than treating symptoms. In some cases this requires information, education or clarification of values. In other cases it requires a common sense approach that emphasizes effectiveness and efficiency. For example, pollution prevention is preferable to waste disposal.

The Organization

Operations Division:

is the program delivery or "operations" arm of the department. Operations Division provides regional planning and delivery of the department's programs and services. The main vehicle of delivery is a network of EcoRegion and Area Management offices which offer front-line assistance and management.

There are three branches within Operations Division — Fire Management and Forest Protection, Enforcement and Compliance, and Regional Services — and five EcoRegions (i.e. Grassland, Parkland, East Boreal, West Boreal, and the Shield).

Programs Division:

develops and coordinates the planning, implementation and evaluation of environmental and resource management (fish, forests, wildlife, Crown lands, environmental protection, parks) policies, programs and legislation. Programs Division includes the following branches/units: Parks and Special Places, Environmental Protection, Fish and Wildlife, Forest Ecosystems, Sustainable Land Management, Economic Development and Water Management.

Policy and Assessment Division:

groups several functions related to the coordination of planning and management processes across the department. These functions include: strategic planning, coordination of policy and legislative processes, and policies and processes supporting public involvement, aboriginal liaison, and ecosystem-based management, e.g. the State of the Environment Report. It also includes responsibility for the *Environmental Assessment Act*, mandating the review and evaluation of proposed developments to ensure they are planned in an environmentally responsible manner, and that stakeholders and the public have an opportunity to express their opinions on environmental implications of the proposals.

The division was established in August, 1998. It is composed of the Policy and Legislation Unit, Public Involvement and Aboriginal Affairs Unit and the Environmental Assessment Branch.

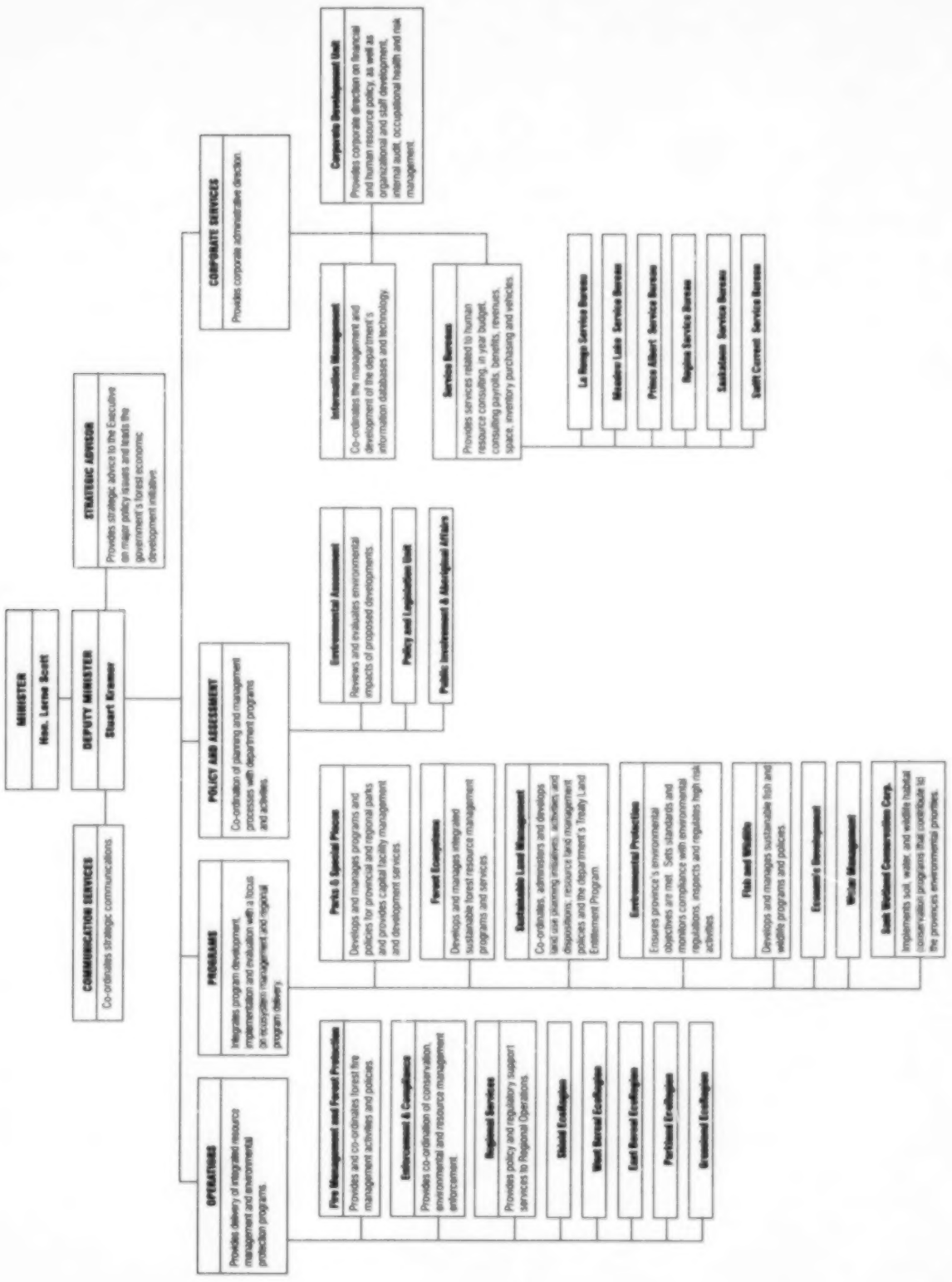
Corporate Services Division:

provides support to the entire department in human resource services, staff development, financial services and management, staff training and development functions, as well as liaison with central government agencies, e.g., SPMC, Finance, etc. There are six Service Bureaus — full service bureaus are located in Regina and Prince Albert and four others serve staff throughout the province from EcoRegion offices in Swift Current, Meadow Lake, Saskatoon and La Ronge. Centrally, the Corporate Development Unit is responsible for the corporate finance and human resource work in the department. Information Management Branch provides a variety of systems services and computer support to all areas of the department.

Communication Services:

manages internal and external communication processes to position the department to encourage personal environmental stewardship, to encourage participation in environmental management decision making and programs, and to improve efficient operation of the organization. The branch is composed of three areas: Public and Media Services Unit; Production Services Unit; and an Inquiry Center.

SERM Organization Chart


MINISTER
Hon. Lorne Scott
DEPUTY MINISTER
Stuart Kramer
STRATEGIC ADVISOR
Provides strategic advice to the Executive on major policy issues and leads the government's forest economic development initiative.
COMMUNICATION SERVICES
Co-ordinates strategic communications
CORPORATE SERVICES
Provides corporate administrative direction.
Corporate Development Unit
Provides corporate direction on financial and human resource policy, as well as organizational and staff development, internal audit, occupational health and risk management.
Information Management
Co-ordinates the management and development of the department's information databases and technology
Service Bureaux
Provides services related to human resource consulting, in-year budget, consulting payrolls, benefits, revenues, space, inventory purchasing and vehicles.
La Ronge Service Bureau
Meadow Lake Service Bureau
Prince Albert Service Bureau
Regina Service Bureau
Saskatoon Service Bureau
Swift Current Service Bureau
POLICY AND ASSESSMENT
Co-ordination of planning and management processes with department programs and activities.
Environmental Assessment
Reviews and evaluates environmental impacts of proposed developments.
Policy and Legislation Unit
Public Involvement & Aboriginal Affairs
PROGRAMS
Integrates program development, implementation and evaluation with a focus on ecosystem management and regional program delivery.
Parks & Special Places
Develops and manages programs and policies for provincial and regional parks and provides capital facility management and development services
Forest Ecosystem
Develops and manages integrated sustainable forest resource management programs and services
Sustainable Land Management
Co-ordinates, administers and develops land use planning initiatives, activities and dispositions, resource land management policies and the department's Treaty Land Entitlement Program
Environmental Protection
Ensures province's environmental objectives are met. Sets standards and monitors compliance with environmental regulations, inspects and regulates high risk activities.
Fish and Wildlife
Develops and manages sustainable fish and wildlife programs and policies.
Economic Development
Métis Management
Land Bureau Ecoregion
Implements soil, water, and wildlife habitat conservation programs that contribute to the provinces environmental priorities.
OPERATIONS
Provides delivery of integrated resource management and environmental protection programs.
Fire Management and Forest Protection
Provides and co-ordinates forest fire management activities and policies.
Enforcement & Compliance
Provides co-ordination of conservation, environmental and resource management enforcement
Regional Services
Provides policy and regulatory support services to Regional Operations
Biotic Ecoregion
West Boreal Ecoregion
East Boreal Ecoregion
Parkland Ecoregion
Grassland Ecoregion

Legislation

The department administers the following legislation:

The Clean Air Act

Protects Saskatchewan's air quality by regulating emissions which originate in the province and are harmful to provincial air quality.

The Conservation Easements Act

This legislation encourages private landowners, conservation organizations and governments to protect ecologically sensitive lands and natural areas through voluntary agreements.

The Ecological Reserves Act

Protects unique, natural ecosystems and landscape features through the designation of Crown land as ecological reserves.

The Environmental Assessment Act

Provides a mechanism for requiring and undertaking impact assessment and evaluation. Ministerial approval is required before a proponent may proceed with a development, and terms and conditions may be imposed on the approval to mitigate impacts.

The Environmental Management and Protection Act

Protects the air, land and water resources of the province through regulating and controlling potentially harmful activities and substances.

The Fisheries Act (Saskatchewan), 1994

Enables sustainable management of fisheries resources by affirming provincial ownership of fish, creating a provincial licensing system, and regulating allocation of fish resources, fish marketing, aquaculture, sport fishing and commercial fishing.

The Forest Resources Management Act

Allows the department to implement a new framework for sustainably managing Saskatchewan's forest resources.

The Grasslands National Park Act

Ratifies and validates the Grasslands National Park Agreement and allows the province to transfer land to the federal government for inclusion in the Grasslands National Park.

The Litter Control Act

Makes littering an offence and provides for the establishment and administration of a deposit refund system for various beverage containers.

The Natural Resources Act

Establishes the province's mandate to manage, protect, conserve and develop renewable resources in a sustainable manner.

The Ozone-depleting Substances Control Act, 1993

Protects the upper atmospheric ozone layer by banning the use and manufacture of ozone-depleting substances.

The Parks Act, 1997

Provides authority for the management, administration and disposition of park land and park land reserves.

The Prairie and Forest Fires Act, 1982

Provides for the prevention, detection and suppression of prairie and forest fires originating in provincial forests, parks and on unoccupied Crown lands. It also governs compensation for conscripted fire fighters and authorizes establishment and regulation of fire bans and burning permit areas.

The Provincial Lands Act

Creates authority for the management and transfer of Crown lands.

The Regional Parks Act, 1979

Allows the Minister to assist local governments and agencies in establishing regional parks and agencies to increase availability of parks to the public.

The Sale or Lease of Certain Lands Act

Gives Cabinet the ability to place conditions on the transfer or lease of lands listed in a schedule to this Act.

The State of the Environment Report Act

Provides for public accountability in reporting of environmental conditions and activities through the preparation and release of a State of the Environment Report every two years.

The Water Appeal Board Act

Establishes the Water Appeal Board and enables the board to hear appeals regarding water, sewage and drainage issues.

The Wildlife Act, 1997

Provides for the management, conservation and protection of wildlife resources through the issuance and revocation of licences, the prosecution of wildlife offenses and the establishment of annual hunting seasons.

The Wildlife Habitat Protection Act

Provides for the management, conservation and protection of wildlife lands and wildlife by preventing the sale and alteration of certain Crown lands.

Primary Partners and Stakeholders

Saskatchewan Environment and Resource Management has hundreds of partners and stakeholders at the local, regional and provincial levels. Those listed below are organizations that are provincial in scope, have a significant impact on the environment and natural resources, are involved in major current issues, and/or maintain a long-term relationship with the department.

Association of Consulting Engineers of Saskatchewan
Association of Saskatchewan Urban Park and Conservation Agencies
Canadian Association of Petroleum Producers
Cameco
Canadian Bankers' Association
Canadian Federation of Independent Business
Canadian Forest Service
Canadian Heritage River System Board
Canadian Petroleum Producers Institute
Canadian Wildlife Service
Cogema Resources Inc.
Council of Saskatchewan Forest Industries Inc.
Consumer's Co-operative/New Grade Upgrader
Ducks Unlimited Canada
Ecotourism Society
Environment Canada
Farm Woodlot Association of Saskatchewan
Federal/Provincial Park Council
Federation of Saskatchewan Indian Nations
Husky Oil
IPSCO
Interprovincial Pipeline
IMC - Kalium
L & M Wood Products Limited
Meadow Lake Tribal Council
Métis Nation of Saskatchewan
Millar Western Industries Ltd.
Mistik Management Ltd.
Museums Association of Saskatchewan
Nature Saskatchewan
NorSask Forest Products Ltd.
Parks Canada
Prince Albert Grand Council
Provincial Association of Resort Communities of Saskatchewan
Saskatchewan Action Foundation for the Environment
Saskatchewan Archaeological Society
Saskatchewan Association of Automotive Repairers
Saskatchewan Association of Firearm Education
Saskatchewan Association of Rehabilitation Centres
Saskatchewan Association of Rural Municipalities
Saskatchewan Commercial Fishermen's Cooperative Federation Ltd.
Saskatchewan Dutch Elm Disease Association
Saskatchewan Eco-Network
Saskatchewan Energy Corporation
Saskatchewan Environment and Industry Managers Association
Saskatchewan Environmental Society
Saskatchewan Forestry Association
Saskatchewan Independent Forest Industries
Saskatchewan Institute of Applied Science and Technology
Saskatchewan Mining Association
Saskatchewan Outfitters Association
Saskatchewan Parks and Recreation Association
Saskatchewan Potash Producers' Association
Saskatchewan Provincial Parks Cottage Owners Association
Saskatchewan Power Corporation
Saskatchewan Regional Parks Association
Saskatchewan Research Council
Saskatchewan Ski Association
Saskatchewan Snowmobile Association
Saskatchewan Stock Growers Association
Saskatchewan Trappers Association
Saskatchewan Urban Municipalities Association
Saskatchewan Waste Reduction Council
Saskatchewan Water Corporation
Saskatchewan Water and Wastewater Association
Saskatchewan Wetland Conservation Corporation
Saskatchewan Wheat Pool
Saskatchewan Wild Rice Council
Saskatchewan Wildlife Federation
Saskatoon Chemicals
SaskFerco Products Inc.
Saskfor MacMillan Ltd. Partnership
TransCanada Trail Council
TREEmendous Saskatchewan
Tourism Saskatchewan
University of Regina
University of Saskatchewan
Weyerhaeuser Canada Ltd., Saskatchewan Division
World Wildlife Fund

The Year in Review

The objective of this Annual Report is to provide Government, our stakeholders, staff and clients with information on the department's goals, objectives and accomplishments for 1998-99. It is intended to promote understanding of how our programs and activities support our mandate. It details the outcome of SERM's activities and offers some measure of progress towards meeting short and long-term targets. In some instances, it outlines next steps and future directions.

Every year SERM develops a corporate plan as part of the department's strategic planning process. This annual plan is developed in accordance with department's Five Year Plan — an outline of SERM's broad, long-term directions — and an annual scanning process that identifies upcoming issues, trends and concerns. The structure and content of this Annual Report is organized according to the goals and objectives outlined in SERM's 1998-99 Corporate Plan — objectives that were designed to help us achieve our vision.

In 1998-99, SERM's **Strategic Goals** were:

I Corporate Affairs — promote harmonization of federal-provincial relations, strengthen Aboriginal issues management and further implementation of organizational change;

II Ecosystem Management — expand our knowledge and understanding of ecosystem components, enhance the protection of biodiversity and ecological processes and adjust current resource harvesting and land use practices to maintain ecological integrity;

III Policies, Legislation and Programs — strengthen program management capabilities through the development of new or upgraded policies, legislation, programs, strategies and action plans;

IV Organizational Development — build a strong, well-informed, confident workforce and provide an safe and positive working environment for all employees; and

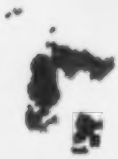
V Business Management and Program Support — improve decision making by refining systems, information management technology, data collection and monitoring, management tools, and external communications/public participation and partnerships.

Objectives — measurable outcomes that move us toward our goals — are listed under each strategic goal and **Accomplishments** — how we realized our objectives — provide interested parties with details on who, what, when, where and why the department went about its work to develop sustainable resource management programs and protect Saskatchewan's environment.

Goal

Corp[illegible] Mat[illegible]

Promote harmonization of fe[illegible]ral-pro[illegible]
Aboriginal issues management, ar[illegible]



Objectives:

Federal/Provincial Harmonization

- Implement the Environmental Accord and three sub-agreements (Canada-Wide Standards, Inspections, and Environmental Assessment);
- Participate in processes for developing additional sub-agreements;
- Pursue harmonization of wildlife management responsibilities;
- Pursue delegation of fish habitat responsibilities under the federal Fisheries Act.

Aboriginal/Northern Affairs

- Continue to use and adapt SERM's Aboriginal Policy Framework;
- Develop department-wide capacity to meet the increasing complexity and scope of the Aboriginal Agenda;
- Move to more directly involve Aboriginal groups and northern communities in environment and resource management decision-making and economic development opportunities;
- Develop a framework for increased involvement of First Nations in environmental management and monitoring of resource development, including uranium.

SERM Reorganization

- Continued movement of activities from the central head office to the regional field offices; and
- Everyone in the department working in the same computing environment by Christmas 1998.

Accomplishments:

Consultations were conducted for a cabinet decision item (CDI) that culminated in Saskatchewan joining with other Environment ministries (except Quebec) to sign the Canada-Wide Accord on Environmental Harmonization on January 29, 1998. Three sub-agreements were included:

i. Inspections

ii. Canada-Wide Standards, and

iii. Environmental Assessment — to accommodate the variety of provincial and territorial environmental assessment processes, the signatories agreed to negotiate bilateral agreements to implement the general framework for cooperation described in the Sub-agreement. Officials with SERM and the Canadian Environmental Assessment Agency began to develop such an agreement. When complete, the Canada-Saskatchewan Agreement on Environmental Assessment Cooperation will provide an administrative framework that sets out how the two orders of government will cooperate in cases where an environmental assessment is required by each. Effective March 31, 1999 work was ongoing and expected to conclude in 1999.

SERM continues to work with the Canadian Council of Ministers of the Environment (CCME) on another three sub-agreements under the Harmonization Accord dealing with: Monitoring and Reporting; Inspections and Enforcement; and Research and Development. Work on the Environmental Emergencies sub-agreement, co-lead by Saskatchewan and Canada, has been delayed as part of a reprioritization exercise within CCME.

SERM was an active member of CCME committees developing:

- Ambient guidelines and Canada-wide emission standards for sectors that emit petroleum hydrocarbons, mercury, and dioxins and furans;
- Revisions to national water quality environmental guidelines and new water/sediment guidelines for aluminum, ammonia, mercury, dioxins and furans; and
- Soil guidelines for PCB's and DDT and guidelines for uranium, selenium and petroleum hydrocarbons in soil.

Department staff worked on the Canadian Environmental Protection Act - Federal Provincial Advisory Committee Task Force on Dioxins and Furans. A report on an inventory of releases from Canadian sources and limits of analytical quantification for dioxins and furans was released.

SERM coordinated the signing of a Memorandum of Understanding (MOU) with the Minister of Manitoba Environment in January, 1999. The MOU was designed to facilitate cooperation between the two provinces on a diverse array of environmental issues. Plans to pursue a similar cooperation agreement with the province of Alberta are under development.

SERM completed negotiations on an Accord for the Protection of Species at Risk in Canada with federal, provincial and territorial jurisdictions. Saskatchewan identified gaps in its ability to protect species at risk and is developing ecosystem-based strategies (e.g. the Prairie Conservation Action Plan) to deliver provincial commitments to the Accord.

SERM pursued negotiations with the federal government to bring about a more effective sharing of responsibility for fisheries and migratory birds.

SERM continues to use and adapt the department's Aboriginal Policy Framework, including ongoing policy development with SERM's program branches/EcoRegions and finalization of consultation guidelines.

Three additional staff were hired to help with SERM's ongoing work to meet the complex aboriginal agenda. SERM is institutionalizing an Aboriginal Program and reallocating resources to build staff capacity to ensure a decentralized approach. In 1998-99:

- A series of workshops were held in Saskatoon, Regina, Prince Albert, Melville, North Battleford and Beauval to promote Aboriginal policy.
- SERM worked with Intergovernmental and Aboriginal Affairs (IGAA) to pilot a Federation of Saskatchewan Indian Nations (FSIN) Aboriginal Cultural Awareness training program to be delivered by IGAA.
- a partnership process was re-established with the FSIN and MNS to ensure regular consultation and communication on matters of mutual interest and concern.
- Public Involvement and Aboriginal Affairs (PIAA) branch co-ordinated government's and SERM's responses to legal decisions, including development of a strategy on Treaty Indian hunting cabins in response to the Supreme Court of Canada's Sundown decision. Work is ongoing for a traditional resource use cabin policy for Lac La Ronge Provincial Park.

This was the fourth year of a five-year agreement with Indian Affairs Canada and the FSIN for a program involving 30 First Nations Forest Fire Protection Service crews across Saskatchewan's north. While the crews' primary function is fire suppression and prevention, they work on community projects under the direction of the local Indian band when fire hazards are low. It was a challenging year for fire suppression; crews spent more than 50 per cent of their 20 week work period providing sustained fire fighting support.

SERM worked to involve Aboriginal groups and northern communities more directly in environment and resource management decision-making and economic development opportunities, including:

- Ongoing work to finalize and implement an agreement with the Athabasca Dene Nations.
- Negotiations regarding the Cold Lake Air Weapons Range continue. A traditional purposes access agreement with Canoe Lake First Nation was finalized while negotiations with Cold Lake First Nation began.
- SERM partnered with Northlands College, SIAST and Saskatchewan Post-Secondary Education and Skills Training to complete a feasibility study on developing an accredited Forest Management and Protection course.
- Enhance partnerships with 40 First Nations as well as individual communities to provide fire management and forest protection services.
- SERM actively sought to build partnerships with a variety of stakeholders and aboriginal groups to enhance forest protection programs, including the Wildland Urban Interface Program, community protection programs and renewal of Federal-Provincial agreements.
- The department worked closely with First Nations and Metis groups in the development, delivery, and enforcement of the new night hunting regulations.
- A partnership with Carry the Kettle First Nation fosters co-operative environmental management in the Cypress Hills area.
- To enable First Nations to work directly with SERM in managing environmental and renewable resources, a First Nations Resource Management System was developed with the FSIN. SERM also worked directly with the Métis Nation of Saskatchewan (MNS) to develop an environmental and renewable resources management joint work plan.
- To further the involvement of First Nations in environmental management and monitoring of uranium and other resource development an environmental aboriginal training position was created and staffed during the year.

Other accomplishm[illegible] included:

- The transfer of financial and human resource administrative activities from central office to the source is ongoing. The Service Bureau model of administrative delivery meets both our internal and external

clients' needs in a more effective and efficient manner and provides staff with opportunities to learn new skills. The transformation to a fully functioning Service Bureau model is expected to be completed in 2000-01. Service Bureaus operate out of six locations: Regina, Swift Current, Prince Albert, La Ronge, Saskatoon and Meadow Lake. They provide "at source" administrative services, providing clients with the timely information necessary to make decisions on financial, human resources, property management, systems and program supports.

- As a result of a review of Service Bureaus' reporting structure some staff now report to Operations Division (rather than Corporate Services Division). Subject to technical capabilities of systems and communication links, further migration of administrative activities to field offices is ongoing.

Regional delivery of environmental programs (i.e., through the EcoRegion offices) have increased the need to integrate environmental program delivery with resource area activities. (See the section beginning on page 25 for additional details on each of the EcoRegions.) SERM developed and provided program training for regional delivery for air quality and licensing. The EcoRegions began taking a lead role in delivering several environmental programs including Hazardous Substances and Waste Dangerous Goods, potash mining and landfill operations issues. They also handle all aspects of the spill control program delivery (previously coordinated and delivered from head office). The transfer of responsibility for monitoring Intensive Livestock Operations began.

The increased involvement of Conservation Officers (COs) in delivering environmental protection programs was promoted with guidelines on how to integrate the CO's knowledge, skills and abilities in the environmental protection program area. Increased CO involvement allows SERM to make better use of our compliance model, integrate environmental protection with other program areas and incorporate local knowledge into decisions.

A new Forestry Delivery Model was implemented with Forest Ecosystems Branch providing central policy and support to a regional delivery team. Forest Protection Officers have clearly defined roles utilizing more rounded ecosystem-based approaches, including "cradle to grave" strategies in the areas of salvage operations, insect and disease reporting, remedial work and controlled burning as a fire management technique. The new role of the Conservation Officer reflects a re-commitment to forest ecosystem issues supported by the Forest Resources Management Act and Regulations.

SERM's Spill Report Centre provides consultants, property owners and the public with a convenient way to report small spills, learn about long-tern spill remediation programs and track provincial spill statistics. In 1998-99, the spill report centre received 1,149 calls - 213 met "reportable spill" criteria. The Spill Report Centre is one of SERM's programs that contributes to the province's economic potential; Saskatchewan's oil and gas sector employs more than 17,000 people and injects nearly $3 billion a year into the provincial economy.

Effective regional delivery of environmental protection programs is enhanced by the increased involvement of Conservation Officers in resource area activities.

Goal II

Ecosyste[illegible]omen[illegible]

Expand our knowledge and un[illegible]nd[illegible] [illegible] and ecosystem components, enhance the prote[illegible] [illegible] ecological processes and adjust current re[illegible] [illegible] use practices to maintain ecological integr[illegible]

Objectives:

- Conclude strategic planning for Ecosystem Management Projects and initiatives;
- Include a mechanism to provide automated linkages from the EcoRegions to central databases in the 1998-99 Information Management Strategy; and
- Implement the environmental health monitoring strategy.

Accomplishments:

An Ecosystems Management Steering Committee coordinated activities and projects in support of ecosystem management and guided the development of a long-term strategy for ecosystem management. Reporting to the steering committee was a coordinating committee, composed of chairs and team leaders of various task groups and project teams working on specific elements of ecosystem management. The committee guided and integrated the work of the task groups to develop the Ecosystem Management Plan of Action for the department.

Components of the Ecosystem Management Strategic Plan were completed, including:

- The Science and Research Team lead the development of an Ecosystem Information Strategic Plan outlining the long-term goals and objectives for enhancing SERM's knowledge base and identifying the key actions required to bring this vision to reality. An alliance was formed with several Forest Management Lease Agreement (FMLA) holders for joint acquisition and funding of digital orthophoto basemaps for data sharing and integration in the future.
- Information Management Team defined a plan for ecosystem data management through development and implementation of a data model. A first step to delivering desktop ecosystem information was achieved when SERM acquired Internet Map Server technology. Department staff were given access to a data directory of spatial ecosystem information and 80 staff took advantage of skills training on Geographical Information System (GIS). Technical expertise and GIS services were provided for:
  - Pasquia-Porcupine and Amisk-Atik Land Use Plans;
  - spatial analysis for rationalization of EcoRegion services;
  - compiling data for: forest protection activities, automation of rapid ecological assessment reviews of mineral right sales and the Meadow Lake Provincial Park Vegetation Management Plan;
  - analysis of the forest fringe's available wood supply;
  - the State of the Environment report; and
- The department developed *An Ecosystem-Based Planning Framework, Process and Source Book for Preparing Ecological Plans*, a framework for EcoRegions to focus on the environmental/resource management issues that are most critical to their respective areas.
- Ecosystem Management Guidelines Team reviewed department guidelines to determine if revisions are required.
- Monitoring was identified as an essential activity to acquire accurate information needed to improve natural resource and environmental management. A draft list of potential indicators to monitor the health and integrity of ecosystems was developed.
- The Interagency Ecological Land Classification Committee developed ecosystem management framework materials. *The Ecoregions of Saskatchewan* technical document was produced in support of the previously released poster map. In cooperation with other agencies, the committee also produced an interactive CD-ROM. Both products were distributed to Saskatchewan schools.
- A poster summary of the Plan of Action was distributed to all staff and ecosystem management

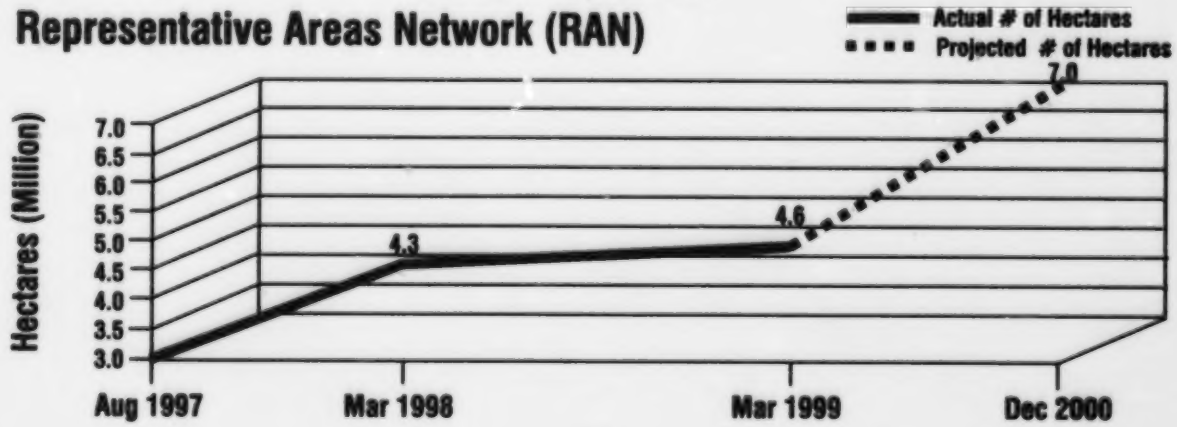
presentations were made to staff at EcoRegion head offices in Meadow Lake, La Ronge and Prince Albert. An Ecosystem Management Plan for Meadow Lake Provincial Park was drafted.

In cooperation with other government departments and agencies, a Biodiversity Action Plan was developed. The Action Plan's foundation is based upon the Canadian Biodiversity Strategy which is driven by the Rio Convention. A progress report on actions taken by the province to protect biodiversity was completed and published in February, 1999.

Representative Areas Network

Saskatchewan continues to build a network of ecologically important lands and waters across the province. The network incorporates all of the unique features, landscapes and resources already managed as parks, ecological reserves, wildlife lands and other reserves. In 1998, the department produced an internal working document "Blueprint for Action" identifying key target areas for additional work. The process and key areas identified in this document were approved by senior management and have lead the way for the securement of over 326,000 hectares in 1998-99. Begun in 1997, work on the initiative has resulted in a Representative Areas Network (RAN) totaling more than 1.6 million hectares. New additions in 1998-99 fiscal year include:

- **April, 1998:** Designation of the 57 hectare MacDowall Bog Protected Area. This small, but unique site lying south of Prince Albert contains numerous provincially and nationally rare plant species as well as an unusually high number of types of orchids.
- **April, 1998:** Douglas Provincial Park was expanded by 1,300 hectares. This expansion protects native grasslands that support prairie-nesting birds such as burrowing owls and one of the province's largest piping plover populations.
- **February, 1999:** Designation of the 67,715 hectare Wapawekka Hills Representative Area. Lying south of La Ronge, this rugged, pristine wilderness contains unique geological features, a diverse abundance of wildlife, trees, rare plants and water, and holds traditional cultural values for local Aboriginal people.
- **February, 1999:** The 177,921 hectare Seager Wheeler Lake Representative Area was designated. A black spruce-tamarack lowland area lying just south of Deschambault Lake, Seager Wheeler is typical of the Mid-Boreal Lowland Ecoregion. It is home to a variety of wildlife, including the great grey owl and the provincially protected barren lands caribou.
- **February, 1999:** SERM entered into a partnership agreement with the Canadian Wildlife Service covering ten Migratory Bird Sanctuaries (54,390 hectares) situated throughout south and central Saskatchewan. The agreement recognizes the valuable contribution of wetlands and uplands to the Network, and provides a framework for a cooperative long-term relationship between the two parties to promote conservation and the continued wise use of these lands.
- **February, 1999:** SERM concluded a partnership agreement with the Potash Corporation of Saskatchewan - Rocanville, covering 1,489 hectares of open grasslands and aspen bluffs. The agreement allows the parties to work together to continue to conserve the land's biological diversity and to recognize its contribution to the Network as part of a larger corridor extending along the eastern Qu'Appelle River that provides protection for songbirds and wildlife in an area that has otherwise been developed for agricultural purposes.
- **February, 1999:** a partnership agreement with Canadian Forces Detachment - Dundurn recognized the ecological integrity and biological diversity of the 22,000 hectare Dundurn Camp. This site is home to a diversity of mammals, birds and plants in a rich mixture of open grassland, shrub/grass communities and poplar stands. Many of these species are classified as rare, endangered or vulnerable.



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SERM staff organized public consultations on the Dore-Smoothstone, Amisk Atik Land Use Plans, as well as several consultations specific to RAN. Management plans were developed for each site prior to designation in the RAN program.

SERM began implementing a plan to protect and recover species at risk in Saskatchewan. Regulations were passed in January 1999 listing an initial 15 species for protection under *The Wildlife Act, 1977*. A Scientific Working Group, representing scientists from university, interest groups and government, reviewed another 32 species for future listing. A new provincial Endangered Species Advisory Committee — comprised of 12 agricultural, industry and environmental stakeholders — advised on the protection and recovery of species. Recovery efforts continued to protect burrowing owls, piping plovers, sage grouse and swift fox. Status reports and recovery plans were prepared for additional species. Associated activities included:

- SERM completed an extensive inventory and monitoring of fish and wildlife populations to ensure their protection and facilitate management and allocation of surplus resources to stakeholders. The department documented low mule deer and antelope numbers, increasing upland bird populations and declining raptor numbers. Lake-specific fish studies and catch/effort sampling documented status of fish stocks, mercury sampling identified few health problems, and big game collections suggested stable moose and elk numbers. Angler and hunter harvest surveys, disease profiles, winter severity studies, and related fisheries and wildlife research programs supported status assessment activities. A Provincial Fisheries Assessment Action Plan and Elk Management Plan were developed to manage resource stocks and ensure ecological sustainability.
- Year one of the implementation of the Prairie Conservation Action Plan resulted in a coordinator hired and a comprehensive agenda developed.

In accordance with the SERM-SaskPower MOU, the department worked with SaskPower and SaskWater to identify, prioritize and recommend appropriate action for environmental concerns along the entire Saskatchewan River System. Issues included:

- System-wide blockage of fish migration and fragmentation of fish habitat, altered flow regimes, instream flow needs, and mercury pollution;
- The impact of Lake Diefenbaker's water level drawdown on fall spawning fish, shoreline erosion, and piping plovers;
- Codette Reservoir's oxygen deficiency and how it impacts walleye populations;
- Sturgeon populations, altered water regimes and navigational problems in the Lower Saskatchewan River and Cumberland Delta.

In cooperation with Sask Water and the City of Regina, SERM hosted a workshop on October 15-16, 1998 to deal with the impacts of land use management on the Regina Aquifer.

State of Environment (SOE) reporting provides information on the status of Saskatchewan's environment and its resources, and helps us to understand how well our society is managing environmental impacts and our progress towards sustainable development. SERM's State of the Environment reports are:

- ***Saskatchewan's State of the Environment*** **1991**
- ***The Need for Environmental Indicators*** **1992**
- ***The Boreal Plain Ecozone: A Forest Community*** **1995**
- ***The Prairie Ecozone: Our Agricultural Heartland*** **1997**
- ***The Boreal Shield Ecozone: A Land of Lakes and Forests*** **1999 was completed in 1989-99. It provides extensive information on current environmental trends, conditions and emerging issues in Saskatchewan's Boreal Shield Ecozone.**

The SOE Report on the Taiga Shield Ecozone will be available in 2001; a provincial perspective is scheduled for 2003.

Ecosystem-based management protects the health of the environment on which our society and sustainable economy depend.

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Goal III

Policies, Legislation & Programs

Strengthen program management capabilit... of new or upgraded policies, legislation, prog... action p...

Objectives:

Forest Regulations and Program Policies

- Implement new forestry regulations, land use plans, technical standards and operating guidelines;
- New forest management agreements and Environmental Impact Assessment (EIA) reviews;
- Complete an Economic Development Strategy for Forestry.

Environmental Protection

- Resolve budget and new legislation requirements for Contaminated Site Liability;
- Complete a Risk Assessment Policy;
- Complete an analysis of environmental protection legislation and regulations.

Complete policies for fire, insect and disease management in the forest ecosystem.

Waste Management

- Implement alternative handling procedures for potash tailings;
- Develop a provincial strategy to resolve landfill management concerns;
- Complete a waste management strategy for wood products;
- Revamp OPERATION RECYCLE (i.e. tires, oil, paper, batteries) information and partnerships with producers, consumers and collectors.

Uranium

- Address staffing/resourcing issues related to mine expansion and perpetual monitoring, and training and employment issues;
- Develop and sign a MOU with the federal Ministry of Natural Resources regarding federal/provincial responsibilities for orphan uranium sites;
- Pursue harmonization initiatives with the Atomic Energy Control Board.

Environmental Assessment

- Complete an assessment of the environmental impacts of the general policy on Intensive Livestock Operations (ILO's);
- Develop approaches to address environmental protection during oil and gas exploration as well as cumulative impacts of oil and gas expansion.

Crown Land Management Policy Framework

- Complete and implement the overarching policy on Crown land management;
- Begin implementation of government-wide Crown land planning and public participation models;
- Proceed with legislative and regulatory reform for Crown land management.

Complete and implement the new government-wide integrated water management strategy.

Parks Tomorrow

- Develop a Parks Operations Model to ensure an overall parks and facilities management operating system which reflects Parks Tomorrow and SERM's new organization;
- Develop strategies for the six major initiatives;
- Determine future role of the department with Regional Parks.

Accomplishments:

SERM completed new forestry regulations in support of the *Forest Resources Management Act* with extensive stakeholder and public consultation. The new regulations came into effect April 1, 1999.

SERM established an Operational Forestry Committee to determine roles and responsibilities for the implementation of the *Forest Resources Management Act*. A draft Forestry Compliance Manual was developed to provide information on compliance and enforcement components of the new Act and Regulations. Bulletins were drafted for inclusion into COs' Enforcement and Compliance Manuals.

Review of the 20-year forest management plans and Environmental Impact Statements (EIS) for L&M Wood Products, Weyerhaeuser Canada and Saskfor MacMillan Limited Partnership continued. Independent panels of scientific experts reviewed both Weyerhaeuser and Saskfor's plans and made recommendations that the companies used when revising their plans.

An overall economic development strategy for forestry was developed, led by Forest Ecosystems and Economic Development Branches in co-operation with several other government departments, including

Saskatchewan Economic and Co-operative Development and the Office of Northern Affairs.

The strategy is based on several fundamental principles including: ecosystem sustainability, enhanced participation in the industry by northern and Aboriginal communities, and development of value-added industry. Components of the economic development strategy includes: Wood Supply Strategy; Growth Strategy; Northern Business Development and Employment Strategy; and Value-added Strategy.

SERM's ongoing work to deliver the Spruce Budworm, Dutch Elm Disease and Silviculture Programs in 1998-99 included:

- The Dutch elm disease (DED) program included symptom surveys, infected tree removal and basal spraying in key communities. There was continued growth in community-based cost share agreements for DED management with 12 communities participating (up from six in 1997-98).
- SERM, in partnership with the Saskatchewan Dutch Elm Disease Association, began a province-wide inventory of all American elm trees. This work is expected to be completed by 1999-2000.
- The 1998-99 spruce budworm program was the largest on record, with more than $3 million spent on spraying, monitoring, and other elements of the program. Over 97,100 hectares were treated with Btk, a biological control agent.
- Through ongoing forest renewal programs, industry and government planted nearly 16.9million seedlings on 7,567 hectares of provincial forest land. An additional 2,069 hectares of jack pine was treated to encourage natural regeneration.

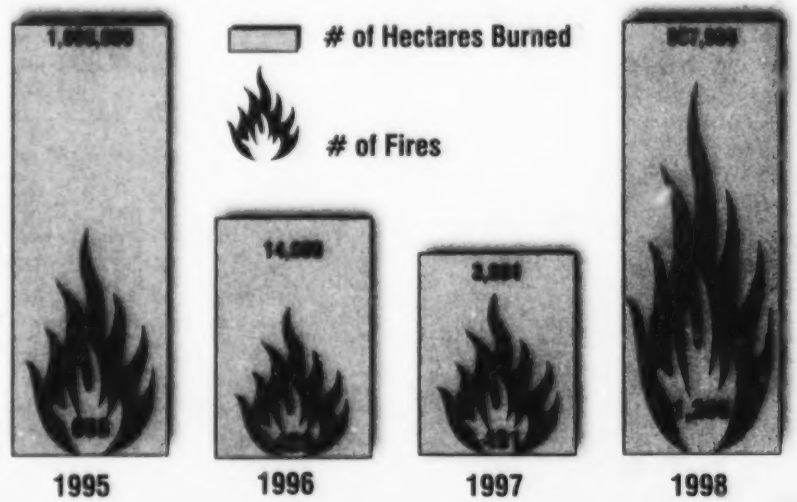
SERM, in cooperation with Mistik Management and other stakeholders, continued with a review of the co-management system within Mistik's Forest Management Licence Area in northwestern Saskatchewan.

In October, 1998, SERM prepared and released the report *Environmental Liability and Contaminated Site Management — A Strategic Approach*. The report detailed a made-in-Saskatchewan process to apportion responsibility and determine appropriate remedial measures for contaminated sites. In conjunction with Canadian Petroleum Producers Institute, the department began work on a sectoral funding process.

A "risk assessment model" was designed to prioritize environmental protection activities and programs based on ecosystem condition and resilience. The model was finalized and distributed to the EcoRegions in March, 1999. EcoRegion staff used the model to test environmental protection programs to ensure they adhere to SERM's guiding principles for environmental protection.

SERM initiated a proposal to conduct a major review of its environmental protection legislation and regulations. Internal background documents were drafted; recommendations on changes to renew and update statutes with draft legislation is proposed for 2003. The objectives of the legislative review are: to improve legislative efficiency; develop consistent regulatory approaches; explore new legislative tools; and to conduct an open, transparent and inclusive process to improve environmental protection legislation. An Environmental Legislative Review Committee was established.

Public consultations were concluded and the provincial Clean Air Strategy came into effect in April, 1998. The Clean Air Strategy



Saskatchewan experienced the busiest fire season in the history of the provincial fire organization. Overall, 1,266 fires were suppressed and approximately 933,772 hectares of forest land were lost to wildfires. SERM managed a small army of heavy equipment, including 15 tanker aircraft and 43 helicopters; 800 seasonal and permanent employees, and more than 9,450 casual emergency fire fighters (primarily northern residents who received $10.54 million in wages) were employed to help protect communities, property and valuable forest. SERM's fire fighting fleet flew 5,448 hours.

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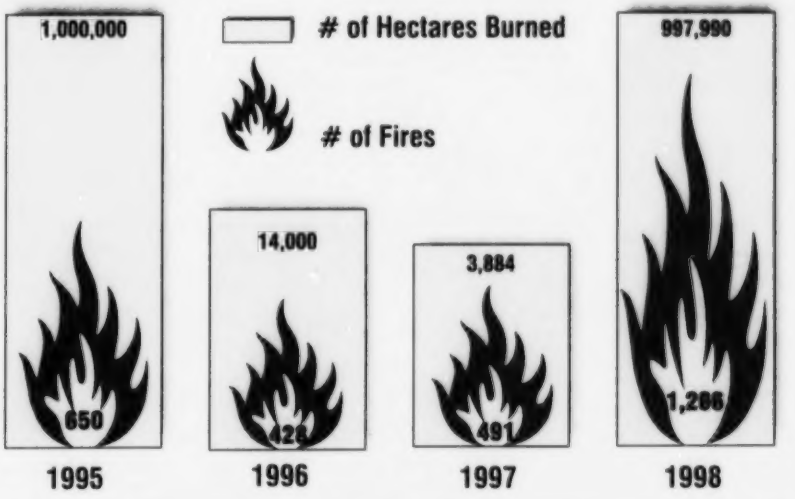

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enables government, industries, institutions and individuals to work together to pursue goals for clean air in Saskatchewan.

Work began on a new fire and forest insect and disease management policy. Separate components within the overall policy consider wildfire, prescribed fire, and forest insect and disease management. The policy will determine how the department responds to natural disturbances in the forest, parkland and grassland ecosystems. In development with extensive input from northern residents, Aboriginal peoples, stakeholders and the public, the new policy incorporates an integrated and ecologically sound approach to resource management and protection and reflects changing public values.

Fire protection priorities were established for most provincial parks. Fire Protection Plans for provincial parks and department-managed Crown lands are being developed in part to help facilitate the use of prescribed burning as a vegetation management tool.

Saskatchewan's 1998 fire season was the busiest in the history of the provincial fire organization. The first major fire occurred on April 22, 1998 and there was little respite until the beginning of September. Overall, 1,266 fires were suppressed and approximately 933,772 hectares of forest land were lost to wildfires. During the height of activity, SERM managed 2,000 firefighters, 15 tanker aircraft, 43 helicopters and a small army of heavy equipment. Helicopters and the airtanker fleet flew a record number of hours. Saskatchewan's "preparedness system" proved it's merit by getting fire suppression resources to the vast majority of fires quickly, keeping all but a few of them small and contained. In the Full Response Zone only 397,990 hectares of forest land burned, compared to over 1,000,000 hectares burned by 650 fires in 1995 (prior to implementation of the preparedness system). The objective of SERM's hard hitting initial attack response is to contain the fire within the first burning period. Saskatchewan's fire preparedness system has gained international attention as a model for fighting forest fires efficiently and effectively.

Smokey Bear delivered his fire prevention message to 9,171 people at schools, provincial parks, summer camps and special events.

The department aggressively promoted the main components of a solid fire organization — public education/prevention and an ability to detect fires early. SERM implemented a number of operational improvements in the area of preparedness planning, which contributed to successful fire suppression (especially during times of extreme hazard). The department:

- Developed and implemented a certification program as part of a long term training plan to ensure fire assignments are matched to qualifications in fire line or support positions;
- Developed and implemented "physical fitness standards" for sustained action personnel, forest protection officers, safety officers, and First Nations contract crews;
- Smokey Bear and fire program staff visit schools, youth organizations, special events and service clubs to promote fire prevention;
- Fire Management and Forest Protection (FMFP) Branch trained 1,588 people in a variety of fire management related disciplines;
- A satellite-based weather receiving system was installed to ensure fire weather forecasters don't have to spend unnecessary time searching for weather data via the Internet; and
- Finalized a fire management border agreement with Alberta.

SERM worked with industry to explore options on handling potash tailings. Work to clarify decommission and reclamation plans submitted to the department by potash companies continued.

A waste management strategy for wood products, including revisions to regulations, was expanded to include environmental protection issues for the wood harvesting /processing industry. Wood waste management alternatives were researched.

SERM is a member of a multi-agency committee formed to develop a three-year "Saskatchewan Pesticide Return" program for the collection and disposal of unwanted, obsolete pesticides from farms in Saskatchewan. This new program is expected to be launched in 1999-2000.

The department completed engineering design work, plans and technical specifications for a proposal that will help solve sewage lagoon and systems problems at Cypress Hills Inter-Provincial Park.

The department moved to address staffing/resourcing issues related to

mine expansion and perpetual monitoring and training. Additional resources were obtained to improve regulatory presence at the McArthur River site and to address the joint panel recommendations following review of the three new uranium mine developments.

SERM coordinated an inspection of the abandoned Gunnar and Lorado uranium mine sites along with several key stakeholders. The resulting report identified a preliminary budget and several cleanup and restoration options for the sites. There were discussions with Natural Resources Canada and Canada Justice on a draft MOU for cost-shared cleanup and site restoration.

SERM worked with the Atomic Energy Control Board (AECB), to develop a strategy on the issue of uranium mining regulatory overlap and duplication. A detailed response to the AECB's draft Uranium Mine and Mill Regulations was prepared. Negotiations were started to determine a mutually acceptable agreement.

Public concern about the environment in relation to an anticipated rapid expansion of the intensive hog industry began building in early 1997. Issues associated with the regulation of intensive hog operations caused SERM to consider amending The Environmental Assessment Act to incorporate class assessment as an alternative review technique for multiple projects with similar characteristics. In March 1998, the Environmental Assessment Branch (EAB) invited comment from interested public and industry groups on a discussion paper on class assessment. Creating a general amendment to the Act that satisfied all the interests in the time available proved unfeasible. In the absence of legislative change, EAB and Saskatchewan Agriculture and Food (SAF) addressed the issues associated with the environmental review of large hog operations through refinements to existing review processes. Both departments continued to be involved in the environmental review of large hog operations. The EAB and SAF published *Information Guidelines for the Approval of Intensive Hog Operations* that describe the information required to satisfy both SERM's environmental assessment project screening process and SAF's agricultural operations approval process. The EAB and SAF also commissioned an independent consultant to prepare a joint report entitled *An Assessment of the Environmental Factors Relevant to Hog Expansion in Saskatchewan*. The report documented current global and Canadian trends in hog production and the regulatory approaches that have evolved in response to these trends and the environmental aspects of intensive hog production.

In February 1999, EAB and Operations Division implemented a change to Environmental Impact Assessment's (EIA) project screening process. Reviews for most oil and gas projects are now undertaken at the SERM regional offices rather than the central office. The change was initiated to achieve efficiencies and bring a greater ecosystem focus to the screening process. To support this change *The Saskatchewan Environmental Assessment Act Guide to Proposal Development — Oil and Natural Gas Projects* was produced.

The proposed time frame for implementation of the government-wide policy on Crown Land Management was re-evaluated and the public discussion process was postponed until it could be better co-ordinated with government priorities.

Three years in the making, the Pasquia-Porcupine Integrated Forest Land Use Plan (IFLUP) was approved by Cabinet for implementation in November, 1998. Given the size of the affected area, the number of involved parties and the complexity of the issues, the Pasquia-Porcupine IFLUP established new standards in land use planning.

Other Land Use Plan developments included:

- **Amisk-Atik Integrated Forest Land Use Plan** — Several Community Advisory Boards (50-60 community volunteers) and one Regional Advisory Board (12 volunteers) continued work on the plan scheduled for completion in 2000-2001. The planning area includes the north east side of the province around Pelican Narrows and Creighton. A full time Integrated Land Use Planner was hired, and the plan was 25-35 per cent complete effective March 1999.
- **La Ronge Integrated Land Use and Development Plan** — In the near-urban provincial forest surrounding La Ronge, the La Ronge Integrated Land Use and Development Plan is intended to address concerns of the community. Several government departments and a non-government advisory board are involved in developing consensus-based recommendations for land use in the area. The plan is scheduled for completion in 2000-2001. The plan is on track at 40 per cent completion as of March 1999.
- **Dore-Smoothstone Integrated Land Use and Development Plan** is expected to be complete in 2000-2001. Effective 1998-99 fiscal year-end, the plan was less than 20 per cent complete.
- **Forest Fringe Integrated Land Use Plan** was pro[illegible]sed in a CDI forwarded to Cab[illegible]ecretariat in March 1999.
- **Prince Albert Model Forest Ecosystem Land Use Plan** — As one of 10 partners in the Canadian Model Forest Program, SERM is developing an ecosystem-based land use plan in the model forest

area near Prince Albert. The Prince Albert Model Forest Ecosystem Land Use Plan, 40 per cent completed as of March 1999, is expected to be finished in 1999-2000.

- SERM met with community members and the **Athabasca Road Corridor** Task Force to resolve jurisdictional considerations while ongoing work continues.

Sustainable Land Management Branch (SLMB) continued to lead the departments' implementation of the Saskatchewan Treaty Land Entitlement Framework Agreement. SERM worked extensively with all of the Entitlement Bands, other provincial departments and Crown Corporations, federal government departments, and with the general public to process Treaty Land Entitlement (TLE) selections and to help resolve issues. SERM successfully completed four TLE selections involving Crown resource land. Peter Ballantyne Cree Nation purchased a total of 3,975 hectares (9,822 acres) of Crown land, generating $451,152 in revenue.

Land Administration Unit realized approximately $7.6 million in revenue distributed between General Revenue Fund ($1.2 million), Commercial Revolving Fund ($2.3 million) and Northern Revenue Sharing Trust Account ($4.1 million). This revenue is generated through approximately 8,900 land dispositions (e.g. recreational, institutional, industrial, resource use), the wild rice program, sand and gravel royalties, and Crown land sales.

Released in January 1999, the *Water Management Framework* outlines provincial priorities and objectives for water management, provides policy direction and a basis for a coordinated approach by government agencies in dealing with water issues. Reflecting feedback received through an extensive public consultation process, it will help ensure safe and healthy water resources are available now and for future generations. Fifty-eight actions are to be initiated over the next five years by various provincial agencies; SERM is the lead organization on 14 of them.

Parks and Special Places (P&SP) Branch worked closely with the EcoRegions to ensure an overall parks and facilities management operating system that reflects Parks Tomorrow and SERM's new organization. Park management strategies for 21 of the 34 provincial parks have been completed and an additional three parks have draft strategies in place. SERM's customer services training program continues to enhance service.

Work under the six major initiatives of Parks Tomorrow included:

i. A draft Conservation Action Plan was completed. Finalizing specific actions for the next five years is underway, with a final report scheduled for March 2000. A review of the ecological reserves policy and classifications of park lands under *The Parks Act* was initiated.

ii. Basic facilities were upgraded and distinct recreational experiences were established.

iii. A strategic planning process that evaluates interpretive services and potential and sets standards and targets for interpretation/education on provincial park lands was initiated.

iv. As part of a comprehensive marketing strategy to increase tourism, a research strategy to obtain data on current and potential provincial park land clients was outlined. A three-year Provincial Parks Marketing Plan framework was completed. A new direct mail program was targeted at Alberta and Manitoba households and recreational

The Capital Budget under SERM's "Parks Tomorrow" initiative was $2,674,000 and allowed the department to continue an aggressive plan to replace/upgrade deteriorating park facilities, including:

- Approximately $500,000 was spent on upgrading basic facilities throughout the park system.
- Approximately $200,000 was spent resource management and education issues such as interpretive trail development at Moose Mountain and Greenwater Lake Provincial Parks.
- New maintenance facilities were completed at Lac La Ronge and Moose Mountain Provincial Parks.
- Natural gas service was installed at The Battlefords, Duck Mountain and Cypress Hills Provincial Parks.
- Campground electricity was upgraded and/or expanded in Cypress Hills, Pike Lake, The Battlefords, Echo Valley, Greenwater Lake and Good Spirit Lake Provincial Parks.
- New service centers were completed at Cypress Hills and Pike Lake Provincial Parks.
- Renovations were completed on the park administration building in Meadow Lake Provincial Park.
- Extensive structural repairs were completed on the recreation hall at Duck Mountain Provincial Park.
- Renovations were completed on the beach change-house at Moose Mountain Provincial Park.
- SERM continues to replace its deteriorating picnic table inventory with the purchase of 800 steel framed tables.
- Engineering and design was completed for the proposed new maintenance complex at Meadow Lake Provincial Park and the new park visitor center proposed for Greenwater Lake Provincial Park.
- Engineering and design was completed for the sewage treatment and effluent disposal system at Cypress Hills Interprovincial Park.
- Construction was completed on the new administration/maintenance complex at Pike Lake Provincial Park.

area near Prince Albert. The Prince Albert Model Forest Ecosystem Land Use Plan, 40 per cent completed as of March 1999, is expected to be finished in 1999-2000.

- SERM met with community members and the **Athabasca Road Corridor** Task Force to resolve jurisdictional considerations while ongoing work continues.

Sustainable Land Management Branch (SLMB) continued to lead the departments' implementation of the Saskatchewan Treaty Land Entitlement Framework Agreement. SERM worked extensively with all of the Entitlement Bands, other provincial departments and Crown Corporations, federal government departments, and with the general public to process Treaty Land Entitlement (TLE) selections and to help resolve issues. SERM successfully completed four TLE selections involving Crown resource land. Peter Ballantyne Cree Nation purchased a total of 3,975 hectares (9,822 acres) of Crown land, generating $451,152 in revenue.

Land Administration Unit realized approximately $7.6 million in revenue distributed between General Revenue Fund ($1.2 million), Commercial Revolving Fund ($2.3 million) and Northern Revenue Sharing Trust Account ($4.1 million). This revenue is generated through approximately 8,900 land dispositions (e.g. recreational, institutional, industrial, resource use), the wild rice program, sand and gravel royalties, and Crown land sales.

Released in January 1999, the *Water Management Framework* outlines provincial priorities and objectives for water management, provides policy direction and a basis for a coordinated approach by government agencies in dealing with water issues. Reflecting feedback received through an extensive public consultation process, it will help ensure safe and healthy water resources are available now and for future generations. Fifty-eight actions are to be initiated over the next five years by various provincial agencies; SERM is the lead organization on 14 of them.

Parks and Special Places (P&SP) Branch worked closely with the EcoRegions to ensure an overall parks and facilities management operating system that reflects Parks Tomorrow and SERM's new organization. Park management strategies for 21 of the 34 provincial parks have been completed and an additional three parks have draft strategies in place. SERM's customer services training program continues to enhance service.

Work under the six major initiatives of Parks Tomorrow included:

i. A draft Conservation Action Plan was completed. Finalizing specific actions for the next five years is underway, with a final report scheduled for March 2000. A review of the ecological reserves policy and classifications of park lands under *The Parks Act* was initiated.

ii. Basic facilities were upgraded and distinct recreational experiences were established.

iii. A strategic planning process that evaluates interpretive services and potential and sets standards and targets for interpretation education on provincial park lands was initiated.

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vehicle markets in the United States. A major photo shoot of ten southern parks was completed. CTV's evening News Hour ran a parks quiz program in the southern part of the province. A two-page park information piece was included in the province's 700,000 telephone books. The provincial highway map included a new parks ad and park discount coupons. Internet promotion of parks was expanded with the placement of a parks ad in the new Internet travel magazine — Virtual Saskatchewan.

SERM established a Commercial Outdoor Recreation Working Group to develop a strategy to deal with ecotourism demands and proposals. A draft application process and guidelines were prepared. SERM is represented on Sask Tourism's President's Ecotourism Committee and was part of a stakeholder consultation on ecotourism.

v. A draft Park Program Volunteer policy was developed to increase public involvement and partnerships. The Spruce Krew Kids Club, a volunteer stewardship program, continued at Cypress Hills and Pike Lake Provincial Parks. Fifty programs involving 1,034 volunteers, ranging from three years old to youth and adults, spent 1,586 volunteer hours improving our parks.

vi. To improve park business management:

- In 1998-99 revenues from incentive-based Budget system IBBS — a program that encourages a more entrepreneurial style of park management were up 16 per cent over established target levels.
- A Park Management System pilot that compiles comprehensive revenue data, trend analysis and data modeling was evaluated and implemented in 11 provincial park campgrounds. The system captures campground data used to develop marketing strategies to target potential clients, design promotional campaigns, and provide comprehensive visitation data. Integrated with data from Tourism Sask, SERM can develop economic indicators such as spinoff activity generated by visitors to provincial parks. The Park Management System is scheduled to be implemented in another eight locations in 1999 2000 followed by six more in 2000 01.
- Substantial improvements were made to existing park facilities and privately operated businesses within provincial parks through P&SP's commercial services program. Four facilities (representing approximately $755,000 in capital investment) were completed: waterfront rental concession at Good Spirit Lake Provincial Park; a fast food concession and a rental cabin in Meadow Lake Provincial Park; and a first phase campground development at Sturgeon River Recreation Site.

SERM's Campground Host Program continues to thrive; 19 sets of hosts welcomed visitors in 10 parks/recreation sites during the summer of 1998.

Allocated campsites increased by 4.3 per cent from last year. Seven provincial parks offer the Reserve-A-Site program. More than 4,800 customers took advantage of the program, staying for 13,357 camping permit days.

Four provincial historic parks with guide staff had 19,296 visitors (a 12 per cent decrease from 1997), including 6,130 students participating in school programs.

Approximateiy 105,000 people attended park programs, including 17,715 students participating in school visitations. There were more than 225 events in the parks during the summer of '98, including Canada Day and Saskatchewan Parks Week events; Saskatchewan Wheat Pool's Saskatchewan Express Parks Tour visited 11 parks.

A review of the ecological reserves policy and classification of park lands under *The Parks Act* was initiated. As chair of the Grasslands Federal-Provincial Steering Committee, P&SP helped co-ordinate and oversee the implementation of the 1988 Grasslands Agreement. Staff are working with other government agencies to finalize legislative requirements for a provincial Snowmobile Trail Fund. The fund

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will be used to establish and maintain snowmobile trails, similar to trails currently in place in several provinces and parts of the United States.

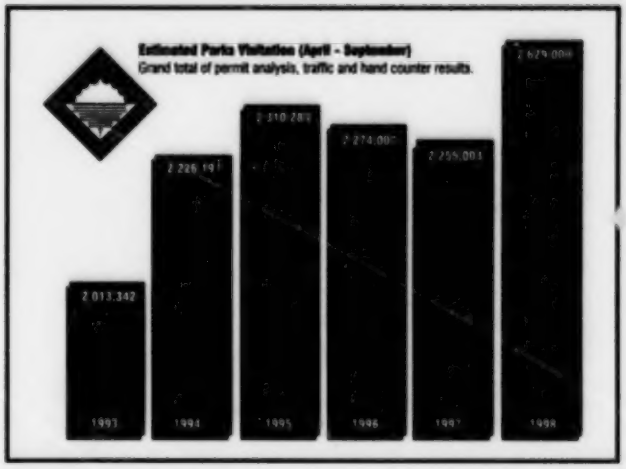
SERM supported regional parks with a $75,000 grant to the Saskatchewan Regional Parks Association in 1998-99.

Parks and Special Places continued to play an active role on the Federal/Provincial Park Council and the Canadian Heritage River System Board.

The department developed a strategic plan for economic development that identified sector-specific projects. The Economic Development Forum was created to outline the connection between economic development activities and the department's conservation and protection mandate. Discussions with outfitters, resource stakeholders and Saskatchewan Agriculture and Food (SAF) on the "Outfitters in Saskatchewan" policy continue.

Following extensive consultation with game farm and wildlife interests, a Saskatchewan Game Farm Policy was prepared in cooperation with SAF. It was approved by cabinet in May 1998. This policy provides the framework for growth, development and effective administration of the game farm industry while ensuring the industry will not negatively affect protection and sustainable management of wildlife populations or public access to wildlife.

In consultation with Saskatchewan Justice and FSIN, Enforcement and Compliance Branch developed and implemented an Alternative Measures Policy. The policy was approved by the Department of Justice and is included in their provincial "Alternative Measures Policy" publication.



The 1998 summer season in the provincial parks was the busiest in history with visitations up 8.8 per cent over 1997. This resulted in an additional 400,000 visits (from 2.2 million in 1997 to 2.6 million in 1998) with an additional 1 million visits to recreation sites.

Saskatchewan's provincial parks offer breathtaking scenery to its outdoor enthusiasts.

Visitors "parks experience" is enhanced thanks to the partnerships/sponsorships of non-profit organizations and business/corporate sector, including Saskatchewan Wheat Pool's Saskatchewan Express Parks Tour and Kite Festival, Canada Trust's Friends of the Environment — Recycling Containers, Canadian Cancer Society — Mole Patrol Sun Awareness tour, and Federal Provincial Parks Council — Canada's Parks Day.

Goal IV

Organizational Development

Build a strong, well-informed, confident workforce and provide a safe and positive working environment for all employees.

Objectives:

- Complete and implement a strategy for Organizational Development with priority given to implementing a Human Resource Planning Model;
- Continue to emphasize staff training on amended Occupational Health and Safety regulations, and development of operational guidelines for aviation and conservation officer safety; and
- Encourage use of employment equity awareness tools to foster an environment based on respect for others, honesty, fairness and equality. Accomplish employment equity recruitment goals for 1998-99.

Accomplishments:

The Organizational Development Working Group was created to help ensure SERM's "people management practices" are aligned with the department's structure and strategic principles. Formal, primary research was undertaken with a two-phase population survey of SERM staff. (In 1998-99, SERM had 797 permanent classified employees, 148 non-permanent employees and 826 Labour Service Employees.) The survey questioned staff's opinions on leadership, core skills, work planning, coaching and recognition. Actions in response to the survey results have included leadership development for SERM employees; further development for managers in work planning fundamentals; continued delivery of the department's recognition program; actions to address key competency requirements for senior managers; initiating an assessment for Management and Professional Levels 5-8; and some work on prioritization of core skills.

A five-year Occupational Health and Safety (OH&S) strategic plan was completed. Forty-nine people received OH&S training in 1998-99. A contractor did an audit of the department's aviation program and implementation of recommendations began. Plans were established for low-level surveillance, wildlife surveys and crew resource management; introduction is scheduled for January/March 2000.

An evaluation of the implementation of The Conservation Officer Workplace Violence Prevention Policy and related training in the use of sidearms, training uniforms, and protocols was submitted toCabinet in December 1998.

Specific employment equity initiatives focused on awareness, communication and education, while other activities included recruitment, retention, career development and data collection and evaluation. SERM recruited a full-time workplace diversity consultant (the only full-time, dedicated position within line departments) to lead the development, implementation and evaluation of a strategy to focus on the "business case" for employment equity.

SERM's Department Employment Equity Committee (DEEC) includes representatives from field and divisional-level, who are geographically dispersed, gender balanced and come from various classification levels representative of both designated and non-designated groups. The DEEC met quarterly to improve awareness, education, policy direction, and employment equity training.

One hundred and forty employees from employment equity's four designated groups were hired during 1998/99 fiscal year in permanent and non-permanent appointments. This number exceeded the quantitative goals for all designated groups by approximately 46 per cent.

Designated Groups	Goals	Appointments
Women in Management	4	3
Women in Non-Traditional Occupations	44	48
Persons of Aboriginal Ancestry	33	77
Persons with Disabilities	7	5
Members of Visible Minorities	8	7
Total	**96**	**140**

Workforce surveys and Exit Interview forms were collected from employees for demographic data. Employment Equity "Fact Sheets" were posted on SERM's intranet to provide information and answer employee's commonly asked questions. Stories about how employment equity has affected staff were run in SERM's internal newsletter, *Down to Earth*.

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Goal V

Business Management and Program Support

Improve decision-making by refining systems, information management, technology, data collection and monitoring, management tools and external communications, public participation and partnerships.

Objectives:

- Identify the department's directions and long and short-term priorities through a strategic planning process;
- Institute a process reporting system to facilitate communication and help measure performance;
- Enhance decision-making, including delegation to multi-stakeholder groups and facilitate consultative processes;
- Improve information and financial management systems; and
- Continous improvement.

Accomplishments:

An environmental scanning and strategic planning process to help identify the department's priorities for 1999-2000 and to develop a corporate plan was completed.

A quarterly progress reporting system was designed to: facilitate communication within the EcoRegions and the rest of the department; track progress toward selected corporate plan objectives; and ensure uniformity and comparative values by adopting a standard format used by all the EcoRegions.

A structure and operational plan to deliver SERM's Communications Plan for 1998-99 was completed. Work began on a strategy to improve communications processes within and by the department.

Responsibilities for management of the department's internal communications processes were consolidated. The department ensures its dispersed workforce maintain effective internal communications through vehicles including intra-department committees, newsletters and an intranet site.

Over 400,000 publications were sent to individuals and organizations in response to requests or through communications plans designed to improve public involvement in decisions affecting the environment, to encourage environmental stewardship, and inform stakeholders of policy or program changes. SERM publishes *The Exchange* newsletter to keep our partners, stakeholders, Aboriginal people, industry, environmental groups, other government organizations and the public informed on the department's activities. The Inquiry Centre fielded over 18,000 phone calls. People from around the world logged on to SERM's web site at http://www.serm.gov.sk.ca. SERM's Clean Cat visited 20 schools across the province to deliver the reduce, reuse, recycle and recover message to Saskatchewan children.

SERM drafted 24 Cabinet Decision Items, three Treasury Board Items and 66 News Releases. A blueprint for a Strategic Information Management Plan for the department was prepared. Numerous infrastructure improvements were made and concepts tested. Staff were trained in Martin-Tate Project Management Methodology and Rapid Application Development. Fire Management and Forest Protection branch was used as a pilot for redevelopment needs for non-Y2K compliant information systems.

Work to develop a corporate policy for enhanced decision-making consultation with stakeholders was ongoing.

A strategic approach to developing budgeting activities (e.g. capital budget, ordinary budget, Resource Protection and Development Revolving Fund, information management budget, communications budget and a budget-planning/tracking spreadsheet for the Commercial Revolving Fund) was refined.

Public Involvement and Aboriginal Affairs (PIAA), in partnership with the Saskatchewan Environmental Industry and Managers Association, produced a series of technical and business-related workshops/luncheons on the environment.

In conjunction with the Department of Economic and Co-operative Development, SERM helped form the Saskatchewan Environment Industry Sector Team (SEIST). SEIST is an industry lead initiative to develop Saskatchewan's environmental industry sector.

The Community Environmental Management Advisory Committee (CEMAC) was set up to oversee the development and delivery of the Sustainable Community Planning (SCP) program. CEMAC reviews locally-based environment management planning funding proposals to determine qualifying communities (who can receive up to $15,000 in planning assistance). Effective March, 1999 six communities had received funding.

The first phase of a new comprehensive Financial Management System (the FIRM) was implemented on April 1, 1999. The FIRM includes modules to handle Accounts Payable, Purchasing, Accounts Receivable, a General Ledger and a new Chart of Accounts. The FIRM allows financial data to be entered from source or point of activity, commitment tracking and generates financial activity information. Future development of the system will allow for comprehensive reporting and financial analysis tools as well as fixed asset and inventory tracking.

Phase II of a Windows '95 roll-out was completed. Computers were replaced in department offices throughout the province so all department staff operate in a common platform and all SERM offices have direct Internet access.

The technical architecture for a three-tier client/server application environment was developed. This allows current and future applications to be centralized and delivered to department staff through a web browser, eliminating the inefficiency of physically installing or updating custom applications at each workstation. SERM replaced an obsolete, non-Y2K compliant electronic mail system and developed an Interactive Voice Response system for Big Game Draw applications via telephone. A point of sale system was developed to enable customers to purchase licenses, permits or authorizations at any field office.

Data is now captured and centralized for department-wide use throughout program areas. The schedule for further design, acquisition and implementation is planned up to 2001.

SERM's Integrated Policy Working Group (IPWG) — a committee comprised of middle managers representing each EcoRegion, program branch, and the divisions of Corporate Services, Operations and Policy and Assessment — facilitated the integrated development of policies, major projects and plans, ensuring diverse interests were involved. In 1998-99, IPWG handled some 25 projects: 11 information items, six draft terms of reference, three interim products and five final draft products including "A Guide to Policy Development".

SERM's Policy and Programs Committee (P&P) is a standing committee comprised of SERM directors, executive directors and Assistant Deputy Ministers. P&P provides leadership and coordinates the development and implementation of departmental policy, planning, program development and legislative initiatives. In 1998-99, P&P established a course of action for a variety of corporate programs and policies, including the Ecosystem Management Strategic Plan, State of Environment Reporting, Forest Economic Development Strategy, Ecotourism Policy, Saskatchewan Biodiversity Action Plan, the Fish and Wildlife Policy Framework and Climate Change.

SERM and Saskatchewan Property Management Corporation (SPMC) continued to work together to "green" government operations (i.e. promoting and modeling environmentally responsible actions). The Wascana/Legislative Area Green Team worked to reduce the environmental impact of day-to-day government operations, including solid waste management, energy management, water use and environmentally-friendly alternative products. In partnership with SPMC, SERM's headquarters at 3211 Albert Street in Regina became the first provincial government building to pilot a zero waste strategy. By 1999-2000, solid waste and compostible (organic) materials will be virtually eliminated from the building's waste stream.

The Scrap Tire Management Regulation received royal assent on September 16, 1998. The regulations support development of product management programs to transport and collect tires, and to support end-use processing of scrap tires into value-added products. It covers all classes of tires in Saskatchewan and was designed to ensure compatibility with programs in Alberta and Manitoba. Scrap tires were designated as a prescribed product; anyone who generates new tires is now required to subscribe to a department-approved product management program (or acquire a contracted service). The program contributes to recycling of collected tires and clean-up of stockpiled tires.

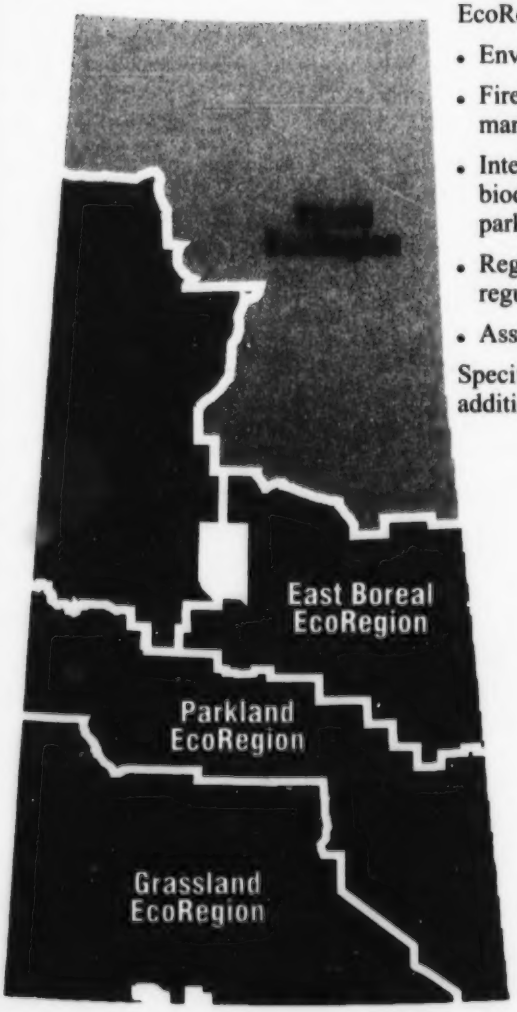
The Litter Control Designation Regulations, 1998 came into effect on April 1. The new regulations apply to all gable top containers (except milk containers). Regulations impose a three cent environmental handling charge and a five cent refundable deposit on all sizes of aseptic and gable top containers.

Local Prog[illegible]elive[illegible]

The department's transition to ecosystem management involved fundamental changes to the organization's structure, process and culture. One such structural change involved shifting the department's administrative regions to a new design corresponding to natural ecological boundaries — our EcoRegions. With SERM's movement from a centralized to a decentralized system, capacity and responsibility for program delivery was transferred from cental branches to the EcoRegions effective April 1, 1997. Programs now delivered by the EcoRegions include:

- Environmental Protection — permits, inspections, spill control, etc.
- Fire Management and Forest Protection — wildfire prevention and management, etc.
- Integrated Resource Management — management of fish and wildlife, biodiversity, land use, etc. Park Management — management of provincial parks and recreation sites.
- Regional Enforcement Specialist, Resource Protection — hunting and fishing regulations, problem wildlife concerns, etc.
- Asset Management and Service Bureau activities.

Specific details on the accomplishments of the various EcoRegions as well as additional detail on environmental protection initiatives in 1998-99 follow.



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Grassland EcoRegion

Grassland EcoRegion was established April 1, 1997, with headquarters in Swift Current. It contains the majority of the Prairie Ecozone (including Cypress Upland, Mixed Grassland and Moist Mixed Grassland ecoregions). Often perceived as rural and agricultural, it contains the urban communities of Regina, Moose Jaw and Swift Current. It includes ecosystems that have been extensively impacted by human development and contains most of Saskatchewan's threatened or endangered species. The focus in this EcoRegion is to restore ecological integrity to its ecosystems and to ensure environmental protection is maintained as industrial development, urban populations and the oil and gas sector continue to expand.

Provincial parks are the natural environment parks of Cypress Hills, Douglas, Saskatchewan Landing; recreation parks Buffalo Pound, Rowan's Ravine, Danielson, and the historic parks Last Mountain House, St. Victor Petroglyphs, and Wood Mountain Post.

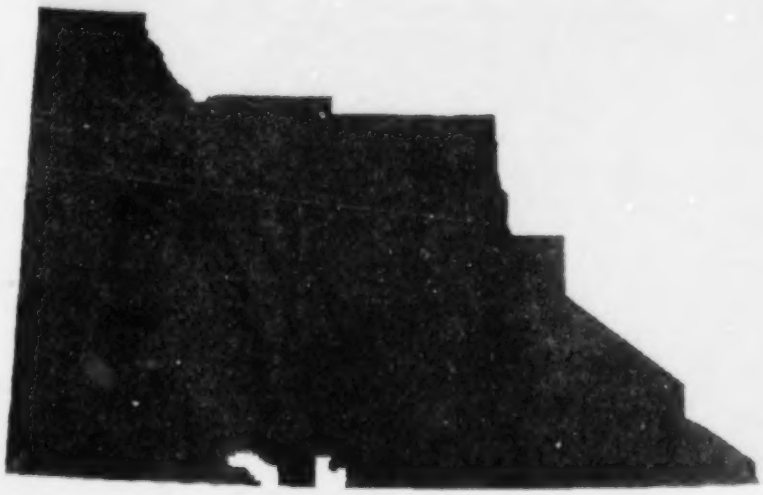
This EcoRegion contains approximately 70 per cent of provincial Crown land protected by The Wildlife Habitat Protection Act (1 million hectares); 90 per cent of the mule deer, 40 per cent of the white-tailed deer and virtually 100 per cent of Saskatchewan's pronghorn antelope and ring-necked pheasant populations.

This EcoRegion's industrial and municipal operations include:

- Much of the expanding oil and gas activity in the province. Saskferco (a fertilizer plant) and IPSCO (steel production) are unique to the region and the province;
- All six provincial coal mines plus three coal-fired power plants; and
- 223 municipal water works, 207 sewage works and 196 landfills.

Some of Grassland EcoRegion's activities and accomplishments in 1998-99 were:

- Field enforcement of 1998 mule deer hunting season limitations was performed (4,000 hunting licenses were issued) and a winter aerial mule deer survey conducted. Through scientific data collection and analysis, it was determined that mule deer populations were within the range necessary to support a hunting season; limits for the 1999 mule deer hunting season were determined.
- 3,500 spawning walleye were captured, tagged and released in the spring of 1998. Seven per cent were subsequently captured by anglers who provided SERM with data to make informed resource management decisions.
- A lead agent in the coordination of the Prairie Conservation Action Plan (PCAP), Grassland EcoRegion is one of 15 government and non-government organizations involved in implementing PCAP's recommendations and activities to conserve the prairie ecosystem.



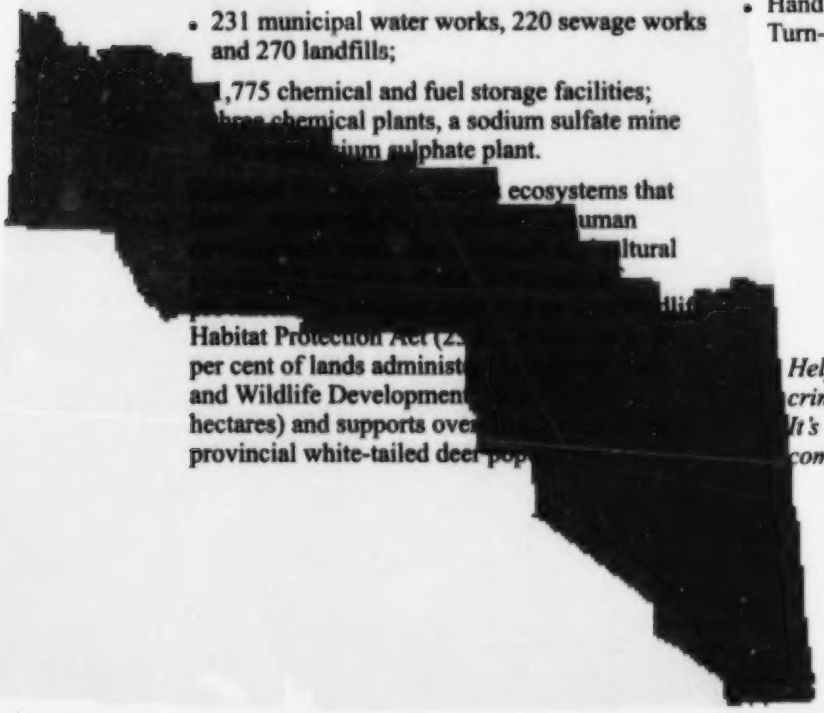
Parkland EcoRegion

Parkland EcoRegion's headquarters is in Saskatoon. It covers part of the Prairie Ecozone (Moist Mixed Grassland and Aspen Parkland). Large urban centres are Saskatoon, North Battleford, Yorkton, Lloydminster and Melville. The focus of this EcoRegion is to restore ecological integrity to its ecosystems, to ensure environmental protection is maintained as industrial development, urban populations and the oil and gas industry continue to expand, and to operate a substantial provincial park infrastructure.

Provincial parks include the natural environment parks of Moose Mountain, Duck Mountain, and Good Spirit Lake; recreation parks — Battlefords, Blackstrap, Pike Lake, Crooked Lake, Echo Valley, Katepwa Point; and historic parks — Fort Carlton, Cannington Manor and Touchwood Hills.

This EcoRegion's industrial and municipal operations include:

- Nine (out of 10) potash mines operating in the province;
- Much of the oil and gas activity, including heavy oil. The Husky Upgrader in Lloydminster is unique to the region and the province;
- 231 municipal water works, 220 sewage works and 270 landfills;
- ,775 chemical and fuel storage facilities;
- chemical plants, a sodium sulfate mine
- ium sulphate plant.



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Some of Parkland EcoRegion's activities and accomplishments in 1998-99 were:

- Worked to develop a framework that EcoRegions can use to reveal the environmental/resource management issues most critical to their respective areas. Parkland was also the first EcoRegion to model the framework and test the effectiveness of the planning process;
- Environmental protection work (and the associated training) was integrated into the work plans of the COs; 10-15 per cent of the work done by COs shifted from resource management to environmental protection;
- Staff worked with SaskWater and the Rural Municipalities of Churchbridge and Langenburg to resolve area wetland drainage issues and represented SERM's interests on a joint Saskatchewan and Manitoba initiative — the Management Board of the Upper Assiniboine River Basin Study;
- Received 970,970 visitors to 12 provincial parks (37 per cent of the total provincial park visitation);
- Reviewed 200 Treaty Land Entitlement (TLE) selections comprising 46,236 hectares; and
- Handled 40 per cent (428 of 1060) of the Turn-in-Poacher (TIP) calls.

Help protect our wildlife. To report crimes against wildlife call the TIP line. It's available 24 hours a day and is completely confidential.

Grassland EcoRegion

Grassland EcoRegion was established April 1, 1997, with headquarters in Swift Current. It contains the majority of the Prairie Ecozone (including Cypress Upland, Mixed Grassland and Moist Mixed Grassland ecoregions). Often perceived as rural and agricultural, it contains the urban communities of Regina, Moose Jaw and Swift Current. It includes ecosystems that have been extensively impacted by human development and contains most of Saskatchewan's threatened or endangered species. The focus in this EcoRegion is to restore ecological integrity to its ecosystems and to ensure environmental protection is maintained as industrial development, urban populations and the oil and gas sector continue to expand.

Provincial parks are the natural environment parks of Cypress Hills, Douglas, Saskatchewan Landing; recreation parks Buffalo Pound, Rowan's Ravine, Danielson, and the historic parks Last Mountain House, St. Victor Petroglyphs, and Wood Mountain Post.

This EcoRegion contains approximately 70 per cent of provincial Crown land protected by The Wildlife Habitat Protection Act (1 million hectares); 90 per cent of the mule deer, 40 per cent of the white-tailed deer and virtually 100 per cent of Saskatchewan's pronghorn antelope and ring-necked pheasant populations.

This EcoRegion's industrial and municipal operations include:

- Much of the expanding oil and gas activity in the province. Saskferco (a fertilizer plant) and IPSCO (steel production) are unique to the region and the province;
- All six provincial coal mines plus three coal-fired power plants; and
- 223 municipal water works, 207 sewage works and 196 landfills.

Some of Grassland EcoRegion's activities and accomplishments in 1998-99 were:

- Field enforcement of 1998 mule deer hunting season limitations was performed (4,000 hunting licenses were issued) and a winter aerial mule deer survey conducted. Through scientific data collection and analysis, it was determined that mule deer populations were within the range necessary to support a hunting season; limits for the 1999 mule deer hunting season were determined.
- 3,500 spawning walleye were captured, tagged and released in the spring of 1998. Seven per cent were subsequently captured by anglers who provided SERM with data to make informed resource management decisions.
- A lead agent in the coordination of the Prairie Conservation Action Plan (PCAP), Grassland EcoRegion is one of 15 government and non-government organizations involved in implementing PCAP's recommendations and activities to conserve the prairie ecosystem.

Parkland EcoRegion

Parkland EcoRegion's headquarters is in Saskatoon. It covers part of the Prairie Ecozone (Moist Mixed Grassland and Aspen Parkland). Large urban centres are Saskatoon, North Battleford, Yorkton, Lloydminster and Melville. The focus of this EcoRegion is to restore ecological integrity to its ecosystems, to ensure environmental protection is maintained as industrial development, urban populations and the oil and gas industry continue to expand, and to operate a substantial provincial park infrastructure.

Provincial parks include the natural environment parks of Moose Mountain, Duck Mountain, and Good Spirit Lake; recreation parks — Battlefords, Blackstrap, Pike Lake, Crooked Lake, Echo Valley, Katepwa Point; and historic parks — Fort Carlton, Cannington Manor and Touchwood Hills.

This EcoRegion's industrial and municipal operations include:

- Nine (out of 10) potash mines operating in the province;
- Much of the oil and gas activity, including heavy oil. The Husky Upgrader in Lloydminster is unique to the region and the province;
- 231 municipal water works, 220 sewage works and 270 landfills;
- 1,775 chemical and fuel storage facilities; three chemical plants, a sodium sulfate mine and a potassium sulphate plant.

Parkland EcoRegion contains ecosystems that have been extensively impacted by human development, particularly through agricultural practice. It contains about 25 per cent of provincial Crown land protected by The Wildlife Habitat Protection Act (250,000 hectares); 55 per cent of lands administered under the Fish and Wildlife Development Fund (38,000 hectares) and supports over 40 per cent of the provincial white-tailed deer population.

Some of Parkland EcoRegion's activities and accomplishments in 1998-99 were:

- Worked to develop a framework that EcoRegions can use to reveal the environmental/resource management issues most critical to their respective areas. Parkland was also the first EcoRegion to model the framework and test the effectiveness of the planning process;
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East Boreal EcoRegion

The headquarters of the East Boreal EcoRegion is located in Prince Albert. The EcoRegion covers the east half of the Boreal Plain Ecozone (including two of three ecoregions — the Mid-Boreal Lowland and the Boreal Transition). Its provincial parks are the natural environment parks of Greenwater Lake and Narrow Hills, Candle Lake recreation park, wilderness parks are Wildcat Hill and Clarence-Steepbank, Cumberland House historic park and 50 recreation sites.

- There are 78 municipal water works, 68 sewage works and 98 landfills, 48 sewage haulers, 25 pesticide sprayers, 723 registered Hazardous Substances and Waste Dangerous Goods sites, 48 air quality permits, and three effluent works.

Twenty-seven sites have been identified as candidate natural areas under SERM's RAN program; and it contains 65 per cent of the moose and 65 per cent of the elk populations found in the province.

This EcoRegions industrial and municipal operations includes much of the province's forest activity. Weyerhaeuser runs major forestry, pulp and paper production operations. Saskfor MacMillan operates an orientated strandboard plant, a plywood plant, and a saw mill. There are three large sawmill operators as well as numerous small mills. Three post peeling and treating operations round out the region's wood-related industries.

Some of East Boreal EcoRegion's activities and accomplishments in 1998-99 were:

- Montreal Lake Cree Nation (MLCN) approached EcoRegion staff with a proposal to become more involved with SERM in resource management activities on their traditional lands in order to gain hands-on experience in resource management techniques. The resulting partnership is used as a model for other partnerships, both provincially and nationally. Two projects were completed under this agreement: 275 elk were re-introduced to an historic range where they had been depleted, and 40,000 fish were released in Bittern River.
- A partnership with James Smith First Nation lead to a Road Access Management Strategy established for an area experiencing a large increase in new access.
- Cumberland Delta Moose Management Strategy was developed to rebuild a diminishing moose population.
- Thirty municipalities, five First Nations, Prince Albert National Park and SERM formed the North Central Waste Management Committee to respond to significant environmental risks posed by landfills in the area around Prince Albert. Efforts to reduce the number of landfills in the area and improve recycling efforts are ongoing.
- A prescribed burn at Greenwater Park helped stop the encroachment of aspen on a native fescue prairie and controlled the spread of smooth brome grass.
- Park Advisory Boards were established in four of the EcoRegion's parks to ensure the public is informed about, and has a voice in, park operations.
- In response to the expansion of the peat harvesting industry, SERM developed expertise on bog remediation after peat harvest. EcoRegion staff undertook western Canada's first large scale remediation plan for peat bogs.
- Two hundred and eighty-nine forest fires were extinguished (88 per cent of them held to less than 10 hectares).

West Boreal EcoRegion

West Boreal EcoRegion's headquarters is in Meadow Lake. It covers the west half of the Boreal Plain Ecozone (including two of the ecozone's three ecoregions - Mid-Boreal Upland and the Boreal Transition). Its provincial parks are: Meadow Lake and Makwa natural environment parks, Clearwater River wilderness park, Steele Narrows and Fort Pitt historic parks and 30 recreation sites.

This EcoRegion's industrial and municipal operations include:

- Much of the province's expanding oil and gas activity;
- Meadow Lake Pulp Mill uses an effluent free process that is unique to the province;
- Major Forest Management Agreements (FMAs) including Mistik Management and L & M Forest Products;
- There are 40 municipal water works, 31 sewage works and 79 landfills; five large sawmills; and 500 hazardous and waste dangerous goods storage facilities.

West Boreal EcoRegion's activities and accomplishments in 1998-99 were:

- A Regional Aboriginal Liaison Coordinator furthered the involvement of Aboriginal peoples (including all 20 First Nation bands in the region), in resource management. Work on cooperative resource management initiatives such as joint management of the resources around Mistawasis Lake with Muskeg Lake First Nation and a potential Elk Release program with Onion Lake First Nation was ongoing.
- EcoRegion staff carried out site inspections to evaluate suitability of potential candidate areas for inclusion in SERM's Representative Area Network (RAN). The prospective RAN sites are located in the Divide Forest, Dore/Smoothstone and Beauval/Pinehouse; program activity will continue through to 2001.
- In cooperation with industry, First Nations, resource stakeholders and other government departments, staff helped redesign the public involvement process to become more aligned with ecosystem-based management.
- Fire Management Plans were developed to take into account available resources and changing values-at-risk, as well as ecosystem management principles. In 1998-99, a partnership arrangement with Mistik Management, Waterhen First Nation and West Boreal EcoRegion resulted in work to eliminate the potential of a devastating crown forest fire. A fuel break (200 metre wide x 3 kilometre long) was created by removing trees in a strip of contiguous jackpine forest. This was done to protect Jeannette Lake Cottage Subdivision in Meadow Lake Provincial Park.

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Shield EcoRegion

The headquarter's of the Shield EcoRegion is in La Ronge. It covers the Taiga Shield Ecozone (including two ecoregions — the Tazin Lake Upland and the Sewyn Lake Upland) and the Boreal Shield Ecozone (comprised of the Athabasca Plain and the Churchill River Upland ecoregions). Its land base covers approximately one-third of the province. It contains one natural environment park — Lac La Ronge — and one wilderness park — Athabasca Sand Dunes.

It includes several actual and potential Representative Areas Network sites. It contains 100 per cent of the barren-ground caribou, 70 per cent of the woodland caribou and 25 per cent of the moose populations found in the province.

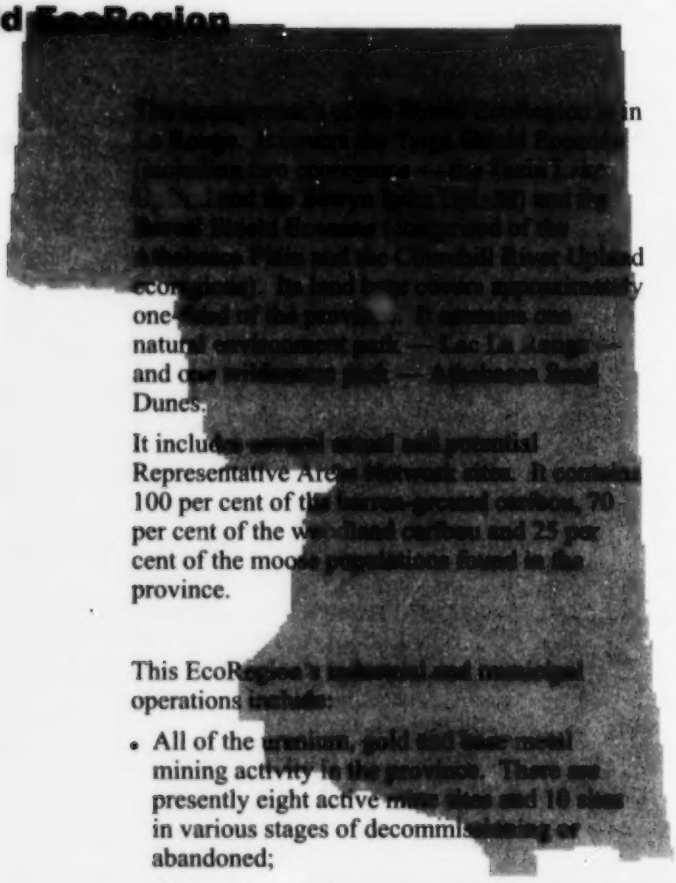
This EcoRegion's industrial and municipal operations include:

- All of the uranium, gold and base metal mining activity in the province. There are presently eight active mine sites and 10 sites in various stages of decommissioning or abandoned;
- 18 municipal water works, 19 sewage works and 90 landfills (not including federally administered water/sewage works and landfills).

Shield EcoRegion's activities and accomplishments in 1998-99 were:

- Concluded the Traditional Resource Use policy development and consultation process for the Lac La Ronge Provincial Park;
- Met with First Nations to explain and identify any concerns that might rise out of the establishment of the new night hunting legislation;
- The Wapawekka Hills RAN and the Seager-Wheeler Ecological Reserve were signed; consensus was reached with the Amisk-Atik Regional Advisory Board on four additional RANs at Jan Lake, Mari Lake, Shuttleworth Lake, and the south end of Amisk Lake. Initial discussions were held with northern bands and communities on an additional three proposed RANs.
- Shield vendors issued a total of 4,100 endorsements in year two of the Lac la Ronge Lake Endorsement program, which requires all anglers fishing on Lac la Ronge to acquire a free license (in addition to a valid Saskatchewan Angler's License). The Endorsement program was implemented in 1997 in response to seriously declining lake trout stocks in Lac la Ronge and was based on a local Co-Management Board's recommendation to reduce angling limits to four trout per year. (The Lac la Ronge Lake Endorsement was the only legislative mechanism to accommodate the reduction recommendation.) Scheduled to be in effect until 2001-2002, the Endorsement has proven to be an inexpensive, effective way of monitoring a recreational fishery while generating a high quality data base through angler surveys, return statistics, angler check surveys, etc. The program has generated interest from fisheries professionals in the U.S. and Alberta. Prince Albert National Park has implemented a program modeled on the Lac la Ronge Endorsement program;
- Decommissioning field work began at Vista Bootleg Mine;
- Personnel with SERM's Cumulative Effects Monitoring Program signed a Memorandum of Understanding with local Environmental Quality Committees to promote participation and information exchange; and
- Several environmental protection programs were identified as optimal for delivery by COs; the rationale and explaination of the best fit of roles and responsibilities was outlined in an April 1999 discussion paper.

Shield EcoRegion



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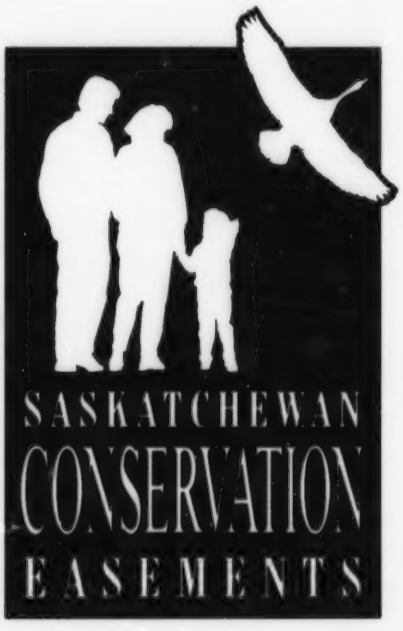
In addition to headquarters located in Regina, Swift Current, Saskatoon, Prince Albert, Meadow Lake and La Ronge, SERM has personnel located in the provincial parks and the following regional offices:

Assiniboia	Beauval	Big River	Biggar	Blaine Lake
Buffalo Narrows	Carnduff	Christopher Lake	Creighton	Cumberland House
Estevan	Fort Qu'Appelle	Hudson Bay	Humboldt	Ile a la Crosse
Kindersley	La Loche	Leader	Lloydminster	Loon Lake
Maple Creek	Melfort	Melville	Moose Jaw	Moosomin
Nipawin	North Battleford	Outlook	Pelican Narrows	Pierceland
Pinehouse	Porcupine Plain	Preeceville	Shaunavon	Smeaton
Southend	Spiritwood	Stony Rapids	Uranium City	Wadena
Watrous	Weyburn	Wollaston	Yorkton	

SERM works to protect the environment by focusing on partnership approaches and pollution prevention. Legislation enables the department to review the potential impacts of new development so as to be able to mitigate damage before it occurs. In 1998-99, SERM reviewed/assessed 150 projects (16 were carried over from previous years) and completed four Environmental Impact Assessments.

SERM regulates water and sewage works and solid waste disposal sites. In 1998/99 there were:

- 590 licensed water works, 469 licensed sewage works, 758 active waste disposal grounds, and 297 licensed commercial liquid waste haulers in Saskatchewan. There were approximately 1600 water and wastewater system operators working in Saskatchewan, including 390 operators certified under the department's voluntary certification program. SERM issued 198 approvals to construct or upgrade storage facilities and 153 approvals for site decommissioning. The department responded to more than 60 requests from various groups and organizations for information stored in SERM's water quality database, ESQUADAT. (ESQUADAT contains over 417,204 sample results, more than 3.13 million measurements and 8,784 stations.) In the 1998/99 fiscal year, 20,878 samples were analyzed and 95,822 measurements (representing 1,613 sampling locations and 187 unique variables) were taken.
- There are 7,667 registered fuel, chemical and hazardous waste storage sites in Saskatchewan. Approximately 95 per cent of all chemical storage facilities and 68 per cent of all petroleum storage facilities have either completed or initiated upgrading to meet the province's regulatory requirement. To date, 466 people have received department certification for the installation and decommissioning of petroleum storage tanks.



Thirteen conservation easements — covering 2,129 hectares of privately owned native prairie grassland areas throughout southern and central Saskatchewan — were secured in 1998-99. Easement agreements ensure that the land will remain in its natural state, home to a variety of wildlife, birds and plants.

Next Steps:

This Annual Report is provided as a record of SERM's activities, programs and accomplishments for the fiscal year 1998-99. Additional information on the department's longer-term goals and objectives are outlined the *Five-Year Plan for Saskatchewan Environment and Resource Management* available by contacting Communication Services, phone 306-787-2306 (Regina), toll-free 1-800-567-4224 or fax 306-787-3941. Interested parties are also encouraged to visit our Web site at http://www.serm.gov.sk.ca/ for a wealth of information on SERM's programs/activities, including current contact names and phone numbers.

While it is beyond the scope of this report to provide an extensive summary of SERM's on-going and future activities, a few of SERM's major initiatives include:

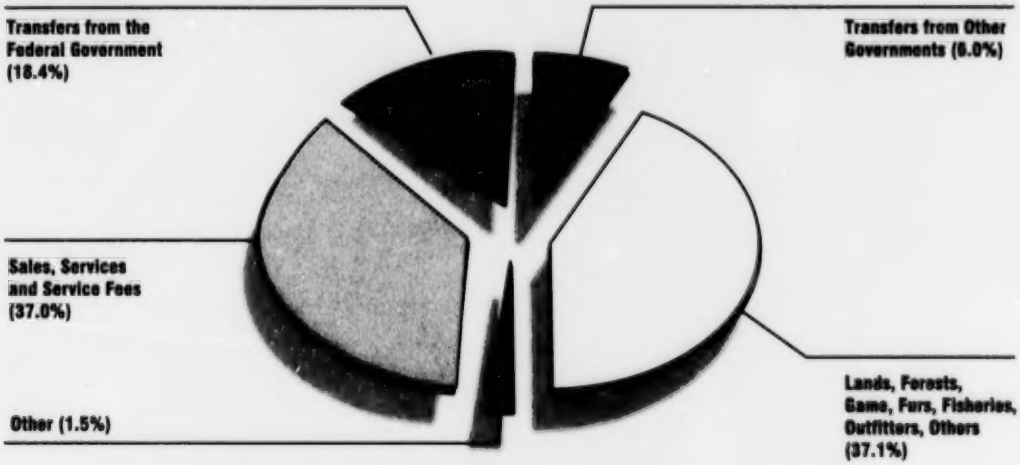
- SERM accepted an invitation to volunteer as one of the departments piloting a four-year strategic plan based on guidelines developed by the government's Performance Management and Accountability Project (PMART). PMART guidelines have provided SERM with a structure to take strategic planning to a more rigorous level:
  - ▸ to develop clear descriptions of what outcomes the department is seeking;
  - ▸ develop performance measures and indicators and risk assessments; and
  - ▸ describe imbalances between current responsibilities and projected financial resources and consider alternative service delivery models, program changes and reductions.

  This initiative is expected to result in a new framework and revised departmental goals and objectives beginning 2000 - 01 fiscal year.
- SERM is undertaking a comprehensive review of the environmental protection legislation, including *Environmental Management and Protection Act*, *Litter Control Act*, *Clean Air Act* and *Ozone — Depleting Substances Control Act*. The legislation review project will require considerable consultation within SERM, with other governments, and many of the department's stakeholders and partners.
- SERM is leading an initiative that will double the size of the province's forest sector, creating nearly 10,000 new jobs, primarily in the north. Integrated Land Use Planning and Sustainable Land Management plans will have to be completed; new standards and guidelines developed; inventory information to compile and analyze; Environmental Impact Statements and 20-year forest management plans reviewed; and silvicultural operations planned and implemented. SERM will continue to work in conjunction with the forest industry, Aboriginal groups, stakeholders and the public, to further the goal of sustaining our province's natural resources for the benefit of Saskatchewan people.

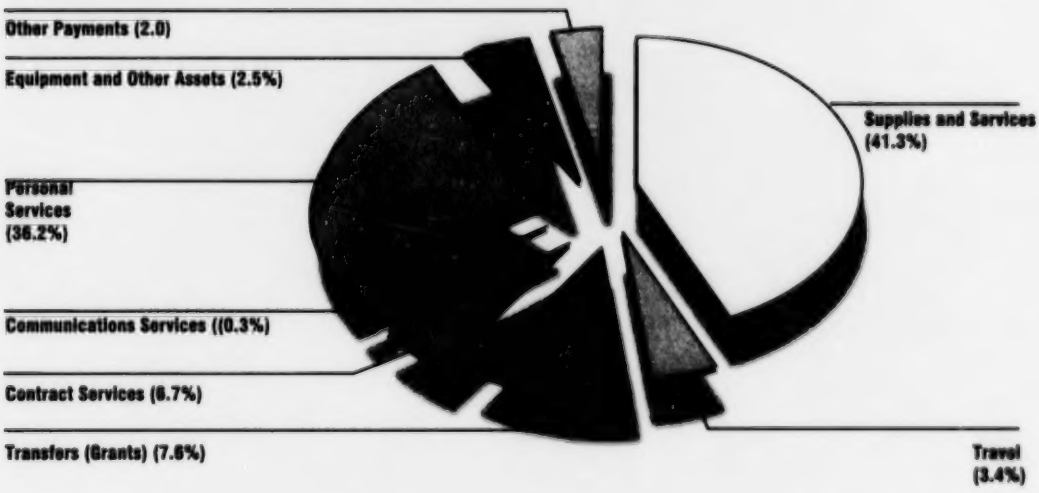
Financial Overview

The following represents an overview of [illegible] department. During the year the depart[illegible] collected $36,911,000 in revenues on ac[illegible]

Revenue


Transfers from the Federal Government (18.4%)
Transfers from Other Governments (6.0%)
Sales, Services and Service Fees (37.0%)
Lands, Forests, Game, Furs, Fisheries, Outfitters, Others (37.1%)
Other (1.5%)

Expenditures



Revenues 1998-99

Period Ending March 31, 1999 (In $000's)

Transfer from the Federal Government	6,800
Other Revenues:	
Interest, premium, discount exchange	2
Lands, Forest, Game, Furs, Fisheries, Outfitters, other	13,689
Conditional Revenue	-
Sales, Services and Service Fees	13,656
Transfers from Other Governments	2,224
Other	540
Total	**$36,911**

Expenditures 1998-99

Period Ending March 31, 1999 (In $000s)

	Personal Services	Travel	Transfers (Grants)	Contract Services	Comm.	Supplies & Services	Equipment & Other Assets	Other Payments	Total Expend. (Actual)	Revised Estimate	Over (Under) Expend
Administration	5,138	253	-	305	459	684	180	(88)	6,951	6,733	218
Accommodation and Central Services	-	23	-	20	-	4,829	-	-	4,872	4,715	157
Environmental Assessment	579	42	14	27	-	43	13		718	729	(11)
Parks and Special Places	2,085	183	80	2,179	-	774	148	-	5,449	5,135	314
Fish and Wildlife	1,791	247	509	198	5	863	47	-	3,660	3,546	114
Fish and Wildlife Development Fund			2,649						2,649	2,500	149
Operations	16,301	1,976	78	1,241	1	2,336	856	3,146	25,935	23,670	2,265
Forest Ecosystems	2,792	333	3	4,093	14	336	149	-	7,720	7,435	283
Fire Management and Forest Protection	27,576	2,314		2,851	11	58,093	2,572	185	93,602	27,580	66,022
Environmental Protection	1,718	117	9,250	68	2	140	62	-	11,357	10,814	543
Policy and Public Involvement	1,093	62	3	67	5	88	44	-	1,362	1,243	119
Sustainable Land Management	882	93	-	16	-	96	107	-	1,194	1,266	(72)
Totals	$59,955	$5,643	$12,586	$11,065	$497	$68,282	$4,178	$3,263	$165,469	$95,366	$70,103

Resource Protection and Development Revolving Fund

provides resource protection and development services.

Audited Statement of Operations and Accumulated Operating Deficit — Year Ended March 31, 1999

		1998-99 Budget	1998-99 Actual	1997-98 Actual
Revenues:				
	Spruce budworm	1,700,000	2,289,836	1,375,164
	Radio communications	1,187,000	1,864,198	1,233,352
	Fuel tank upgrades	-	-	-
	Equipment rental and recoveries	206,921	241,734	213,794
	Staff Housing	117,912	116,527	98,491
	Northern Air Operations	198,180	122,989	95,744
	Grants from Government of Canada	-	5,401	20,785
	Other	-	16,687	640
Total Revenues		$3,410,013	$4,657,372	$3,037,970
Expenses:				
	Salaries	863,504	993,493	890,981
	Contractual services	2,020,452	2,588,552	1,626,993
	Labour, travel and sustenance	55,500	66,373	81,784
	Amortization	323,597	348,338	319,786
	Materials and supplies	146,960	256,541	177,574
	General and administrative	-	150	2,801
Total Expenses		$3,410,013	$4,253,447	$3,099,919
Net Income (loss)		-	403,925	(61,949)
	Subsidy from General Revenue Fund	-	-	
Net Income/(loss) after subsidy		-	403,925	(61,949)
Accumulated Surplus/(deficit) - beginning of year			(108,618)	(46,669)
Accumulated Surplus/(deficit)-end of year			$295,307	($108,618)

Fish and Wildlife Development Fund

was established to prevent the reduction of wildlife habitat and wildlife populations in Saskatchewan's agricultural areas and for fish enhancement projects intended to prevent the loss of fish or fish habitat. With the acquisition of an additional 2,413 hectares in 1998-99, the Fish and Wildlife Development Fund now manages over 71,466 hectares of habitat important to wildlife.

Audited Statement of Revenue, Expenditure and Unexpended Funds — Year Ended March 31, 1999

		1998-99 Budget	1998-99 Actual	1997-98 Actual
Revenue:				
	General Revenue Fund	2,555,000	2,756,570	2,536,288
	Interest	200,000	157,052	123,776
	Field Permits and leases	85,000	141,126	107,620
	Sturgeon Study - Sask Power	25,000	-	20,827
	Other revenue	16,000	38,252	97,874
Total Revenue		$2,881,000	$3,093,000	$2,886,385
Expenditure:				
	Habitat enhancement projects	855,000	956,384	991,980
	Fish enhancement projects	873,000	846,792	822,997
	Grants-in-lieu of Taxes	150,000	180,828	176,876
Total Expenditures		$1,878,000	$1,984,004	$1,991,843
Net income (loss)		1,003,000	1,108,996	894,542
Unexpended funds- beginning of year		3,104,389	3,104,389	2,926,651
Unexpended funds - end of year		$3,104,389	**$3,471,613**	$3,104,389

Commercial Revolving Fund

conducts commercial activity required for the promotion, development and management of provincial parks.

Audited Statement of Operations and Accumulated Operating Deficit-Year Ended March 31, 1999

		1998-99 Budget	1998-99 Actual	1997-98 Actual
Revenue:				
	Campground	2,873,000	3,340,502	2,908,193
	Cottage lots/permits	1,500,000	1,550,931	1,546,466
	Park entry	1,281,000	1,469,274	1,350,680
	Surface Leases	493,000	571,727	474,139
	Commercial Leases	443,000	393,501	444,121
	Accommodation	225,000	288,772	259,704
	Other revenue	231,000	425,946	349,800
	Hay & Grazing Fees	155,000	157,778	159,392
	Swimming pool fees	130,000	161,937	147,458
Total Revenue		$7,321,000	$8,360,368	$7,639,953
Expenditure:				
	Wages	6,849,870	7,398,357	7,042,334
	Material, supplies & freight	1,000,253	936,282	1,160,456
	Repairs & Maintenance	624,150	756,952	628,137
	Utilities	554,855	753,325	574,161
	Vehicle rentals	622,178	672,185	633,901
	Amortization	350,000	231,630	249,122
	Other expenses	243,936	283,727	363,515
	Postage & Commendations	196,136	279,953	199,067
	Equipment rentals	196,569	196,960	216,121
	Publicity & advertising	148,639	184,787	188,213
	Travel & sustenance	120,414	155,712	128,627
Total Expenditure		$10,907,000	$11,849,870	$11,383,654
Loss from Operations		(3,586,000)	(3,489,502)	(3,743,701)
Subsidy from General Revenue Fund		3,586,000	4,276,000	4,006,000
Net income (loss)		0	786,498	262,299
Accumulated operating deficit, beginning of year		0	55,335	(206,964)
Accumulated operating deficit, end of year		0	$841,833	$55,335

Impacts and Benefi

SERM is responsible:

- for encouraging stewardship of core elements of Saskatchewan's nature — the air, land water, plants and animals — that are the very foundation of the clean environment that supports our health, the natural resources that support most of our current and future economic activity, and the physical landscape that defines us and helps recreate us.
- to ensure we have clean water to drink, clean air to breathe, and an opportunity to enjoy the beauty of the natural environment that surrounds us. SERM's cost of providing environmental management services is the second lowest in Canada, based on size of geographic area, and fourth lowest on a per capita basis.

SERM sphere of responsibility includes:

- 65.2 million hectares — the entire province
- 37.7 million hectares of Crown resource land, or 58 per cent of total provincial land base
- more than 35 million hectares of forest land covering 54 per cent of the province — 12.2 million hectares are commercial forest
- 534 species of animals — 420 bird, 92 mammal, eight amphibian, and 14 reptile
- 84 species of fish in more than 50,000 Saskatchewan water bodies
- 2,332 species of vascular plants
- 34 provincial parks, 137 recreation sites, 23 protected areas, seven ecological reserves, eight historic sites — 1.68 million hectares of land (2.6 per cent of the province's land and water base)

Economic impact — now...

Our renewable resources — forestry, wildlife, fishing, parks, etc. — generate almost $48 million in direct revenue to government and more than 18,000 direct and indirect jobs for an annual economic benefit to the province of more than $1.4 billion.

- Primary and secondary forest industry provide 9, 000 jobs and generate $13.6 million in royalities for an economic impact of $520 million annually. Commercial timber harvestors received 2,005 timber permits.
- Approximately 85 per cent of Saskatchewan residents over the age of 15 participate in "natural" activities, e.g. wildlife viewing, hunting, fishing.
- Anglers, subsistence and commercial fishermen harvested approximately 6.2 million kilograms of fish in 1998-99. Licence sales provide more than $2.8 million of direct revenue and create 4,000 direct and indirect jobs.
- 73,800 people purchased 135,000 licenses to hunt and trap in 1998-99; direct provincial revenue from the sale of hunting and trapping licenses was $6.3 million.
- A majority of non-resident anglers and all non-resident big game hunters use the services of Saskatchewan outfitters. In one year the outfitting industry generates more than $45 million in direct revenues and more than $90 million in gross economic impact for primarily rural and small community economies. They provide approximately 1,000 person years of direct employment while attracting more than 4,000 out-of-province visitors.

...and in the future

- Ecotourism is one of the fastest growing sectors of the tourism economy and a primary focus of the province's tourism strategy.
- Generating $200 million in annual sales and providing employment to some 2,500 people, environmental management is growing at more than twice the rate of the provincial economy.
- By working to maintain biological diversity, SERM is helping to secure the genetic source material that can be used for new crop varieties, pharmaceuticals, medicines and as yet unknown products and possibilities.
- SERM's ecosystem management approach places us at the leading edge, well situated to create new opportunities in sectors dependant on natural resources and a healthy environment such as agriculture, tourism, forestry, etc.